

Sales Management

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**WHEN
A WOMAN
SHOPS**

*She buys
not a bare plucked bird,
but the golden vision
of a dish served just-so!*



**SHE HAS
A PICTURE
IN HER MIND**

Women carry pictures of complete courses and meals in their minds' eyes. Women in over 3,800,000 homes look to the brilliantly colorful and *ideal* Homemaking section of McCall's for mental pictures to inspire their spending.



**YOU'RE IN THE PICTURE
WHEN YOU'RE IN
McCall's
THREE MAGAZINES IN ONE**

In McCall's exclusive Three-Magazines-In-One, eager awareness and response to your advertising are stimulated by related editorial features. Here is the precise *time, place and mood* for advertising to *tell and sell!*

ADVERTISING REALLY MOVES INTO ACTION OFF THE PAGES OF McCALL'S!



THE FAMOUS SPERM WHALE, MOBY DICK, PAINTED BY ROBERT RIGGS, AUTHENTICATED BY NATURAL HISTORY AUTHORITIES.

When Moby Dick was a flop

TWELVE YEARS before the publication of "Moby Dick," another whale story was published.

It had practically the same title. It had virtually the same subtitle. It had essentially the same plot. It was even about the same whale.

But it was a flop.

Why didn't it do as well as "Moby Dick"? The

answer is simple. It was not written by Herman Melville.

When it comes to telling a sales story in print, you'll find other examples like that of "Moby Dick."

For, many times, the difference between high or low return per advertising dollar lies in the degree of skill with which the sales story is presented.

YOUNG & RUBICAM, INC. ADVERTISING

New York Chicago Detroit San Francisco Hollywood Montreal Toronto Mexico City London

Sales Management

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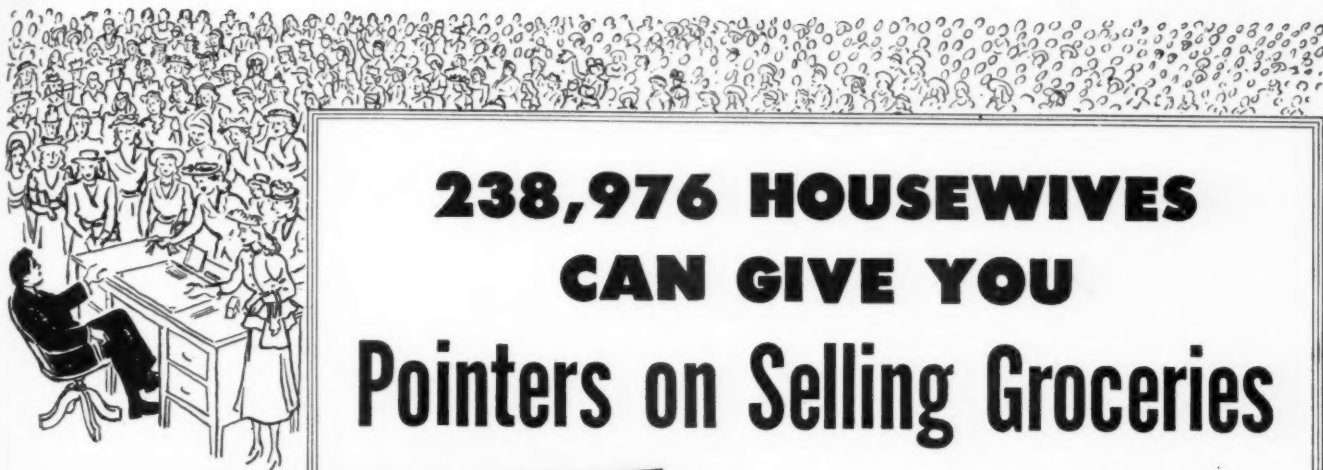
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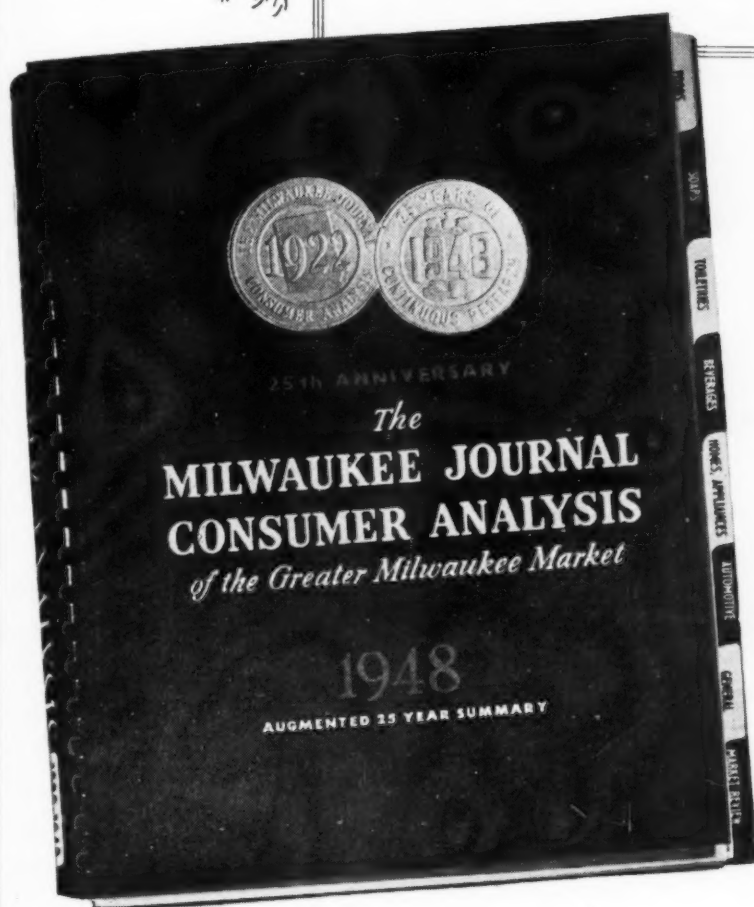
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238,976 HOUSEWIVES CAN GIVE YOU Pointers on Selling Groceries



Grocery Subjects Covered

FOOD PRODUCTS: Baby foods, baking mixes, bread, breakfast foods, candy bars, catsup, cheese, chili con carne, chocolate, coffee, cookies, crackers, corned beef hash, dessert powders, dog foods, flour, cake flour, frozen custard, frozen foods, fruit and vegetable juices, fruit cocktail, ice cream, luncheon meats, mayonnaise or boiled salad dressing, milk, peanut butter, mustard, peas, potato chips, rice, salt, soup mixes, soy sauce, syrup, tamales, tea, vegetable shortening, wieners, yeast.

SOAPS AND CLEANSERS: Bleaching fluid, bluing, floor wax, soap (hand, dish, fine fabrics, walls and woodwork, laundry, bath), steel wool cleaners, synthetic detergents, water softeners.

MISCELLANEOUS: Toilet paper, wax paper, fly and bug killers, cigarettes, cigars, bottle and can beer, soft drinks.

BUYING HABITS: Where groceries, fruits, vegetables and meats are bought; type of grocery store service preferred; day of week groceries are purchased; 25-year trends.

WOULDN'T it be worth a lot to you to have an advisory staff of 238,976 housewives telling you what's happening in grocery buying habits, their preference in products, brands, containers, and store service; when and where they buy; how their preference compares with past years by number and percentage of families?

That's the kind of selling help you get in *The Milwaukee Journal Consumer Analysis* — plus a complete picture of dealer distribution. This practical market information service has been used profitably by scores of advertisers for twenty-five years.

The expanded Silver Jubilee edition is worth a thorough study if you want more sales in the great Milwaukee grocery market. For your copy, write The Milwaukee Journal General Advertising Department, Milwaukee 1, Wisconsin.

The MILWAUKEE JOURNAL

THE NEWSPAPER WITH
THE MARKETING INFORMATION

GREAT INDUSTRIES IN THE *Growing* GREENSBORO MARKET



MAY McEWEN KAISER CO.

... largest ladies full fashioned hosiery manufacturer in the South employs 2600 people who work and live in the GROWING GREENSBORO MARKET. Operating 7 modern plants in this area they produce over 12 million pairs of "CAMEO" hosiery annually, sold from coast to coast.

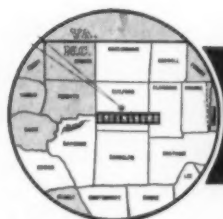
The tremendous financial expansion of the GROWING GREENSBORO MARKET when projected against the all time high Net Effective Buying Income of \$594,244,000* in the 12 County ABC Retail Trading Zone is reflected in the \$401,705,000* total Retail Sales in this same area... reached only by the NEWS and RECORD with current circulation of more than 92,000 and better than 64% coverage of families in the ABC Market.



H. M. Kaiser,
President



*1948 Sales Management Figures.



GREENSBORO NEWS and RECORD

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelly, Inc.

CHET LONG

As well known in Central Ohio as the state capitol building. He has the highest Hooperating of any local news commentator. A printing of his "Closing Thoughts" pulled 3,600 requests in six days. Chet's air popularity is another demonstration of WBNS coverage of 163,550 families.



COVERS
CENTRAL OHIO

ASK JOHN BLAIR

WBNS

POWER 5000 D—1000 N. C B S



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July 15, 1948 Volume 61 No. 1



SALES MANAGEMENT



WALL STREET'S MOST WIDELY READ FINANCIAL WRITER

Leslie Gould of the Journal-American
Scores 88% Readership in "Financial
World" Survey of Columnists on
New York Metropolitan Newspapers

America's Pioneer Investment Weekly

FINANCIAL WORLD
ESTABLISHED 1909

LOUIS GUENTHER
PRESIDENT AND PUBLISHER

88 TRINITY PLACE, NEW YORK 6, N.Y.

May 3rd, 1948
Our 45th Year

Mr. W. R. Hearst Jr., Publisher
New York Journal-American
220 South Street
New York 15, N.Y.

Dear Mr. Hearst:

In April, 1948 the Financial World conducted an independent survey among 1939 top ranking New York executives of Investment Banking firms and partners of New York Stock Exchange firms and members of the New York Stock and Curb Exchanges to determine the relative popularity of financial and business columnists writing regularly for New York newspapers.

A list of these columnists was printed in alphabetical order on a questionnaire and mailed to these executives with a request that they indicate their reading preference.

Of the 1939 questionnaires distributed, 530 or 27% were completed and returned to us. Result of the survey, as prepared by our research department, is as follows:

COLUMNIST	NEWSPAPER	TOTAL READERSHIP		READ REGULARLY		READ OCCASIONALLY		DO NOT READ
*Leslie Gould	Journal-Amer.	470	88.7%	299	56.4%	171	32.3%	60
*Carlton Shively	Sun	380	71.7	289	54.5	91	17.2	150
*Norman Stabler	Herald-Trib.	319	60.2	223	42.1	96	18.1	211
*Ralph Hendershot	World-Tel.	305	57.5	144	27.2	161	30.3	227
Lewis Haney	Journal-Amer.	275	51.9	117	22.1	158	29.8	255
M. S. Rukeyser	Journal-Amer.	244	46.0	81	15.3	163	30.7	286
Edward Collins	Times	153	28.9	90	17.0	63	11.9	377
*John G. Forrest	Times	126	23.8	77	14.5	49	9.3	404
George Wanders	Herald-Trib.	70	13.2	34	6.4	36	6.8	460
*Sylvia F. Porter	Post	50	9.4	13	2.4	37	7.0	480
J. B. Wallach	Sun	47	8.9	21	4.0	26	4.9	483
Charles F. Hughes	Times	43	8.1	17	3.2	26	4.9	487
William Bloeth	World-Tel.	42	7.9	17	3.2	25	4.7	488
Harvey Runner	Herald-Trib.	19	3.6	9	1.7	10	1.9	511
*McKay Russell	News	18	3.4	5	0.9	13	2.5	512

*Denotes the financial editors of the respective papers.

The questionnaire merely listed the names of the financial and business writers and did not indicate their newspaper affiliations.

Very truly yours,
Weston Smith

WHO reads the Journal-American?
Wall Street's top-ranking executives do . . . policy-making level investment bankers, brokers and underwriters.

A recent independent survey of these top executives by "The Financial World" proves conclusively that Leslie Gould of the Journal-American is by far the most widely read of all financial writers on New York metropolitan newspapers. He scored 88% readership among those business leaders who responded . . . 23% more than any other similar newspaper columnist.

More than that . . . additional evidence of Journal-American readership in the nation's financial center is the fact that out of 15 columnists listed the Journal-American placed three among the first six.

Who reads the Journal-American? 711,000 home-going New Yorkers buy it every day. Among them is Leslie Gould's dominant Wall Street audience—which confirms the point: never discount quality just because it comes in quantity.

Journal-American
NEW YORK
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

KRNT LEADS in DES MOINES



HOOPER-WISE . . .

- (a) 1st again in Total Rated Time Periods.* Gains made though 2 more stations on the air.
- (b) Dominates in 35 out of 40 quarter-hour periods, 8 a.m. to 6 p.m. Monday thru Friday.
- (c) Over 63% greater audience in those 40 periods than next highest rated station.
- (d) Over 64% greater audience in those 40 quarter-hours than the total of the three lowest-rated stations combined.

That's Actuality Based on Factuality!



PROGRAM-WISE . . .

Block-Programming Pioneers.

A Dozen Top-Flight Personalities—steeped in showmanship . . . Hooperating higher in Des Moines than most big network shows . . . most of them commanding two-figure ratings. For instance, there's the astronomical 19.1 of the city's No. 1 newsmen, Russ Van Dyke—the 14.4 of top disc jockeys Don Bell and Gene Emerald—the 16.1 of Larry Davis' award-winning "High Five" platter show.

Field-Pacing Production and Promotion Staffs.

Unmatched Special Events Coverage (over 500 remotes June, 1947-June, 1948).

That's Know-How Delivered Where Knowledge Is Demanded!



BUSINESS-WISE . . .

1st in Local Accounts . . . 1947-48 national business never was better. More and more aggressive merchandisers are concentrating their budgets on this station. For instance, a baking concern sponsors all "Play-by-Play With Al Couppee" sports broadcasts (over 100) the year-around.

That's Acceptance Where Acceptance Counts!

**To Sell the Rich
Central Iowa Market, Buy**



**That Very Highly Hooperated,
Sales Results Premeditated,
ABC Affiliated
Station in Des Moines!**

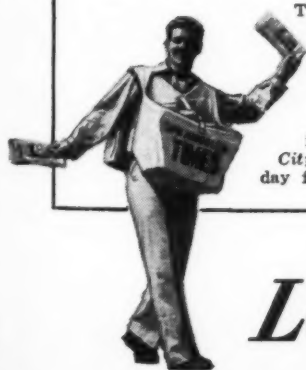
*C. E. Hooper Winter-Spring Report
Dec. 1947-April 1948 Des Moines—City

ASK A KATZ MAN



Greatest port on the Pacific Coast ... America's third largest market

GET THE FACTS ON LOS ANGELES... NOW AVAILABLE



The Research Department of The Times has completed a comprehensive survey of the Los Angeles market—studies of population trends, sales analyses, buying habits, routes, etc. These studies are outlined in the booklet "Los Angeles—City Without Limits." Write today for your FREE copy.

AMERICA IS MOVING WEST... TO STAY! Largely man-made, the Port of Los Angeles is a tribute to the foresight and energy of the people of this area. Now the busiest port on the Pacific Coast, its combined exports and imports for 1947 jumped 105% in dollar value and 42% in tonnage over 1946—a measure of the rapidly expanding growth of this region. Now America's third largest market, Los Angeles offers a truly dynamic sales potential for every type of goods or service. Your outstanding medium for reaching and selling this market is the *Los Angeles Times*—now delivered to more homes than any other newspaper in the West.

CIRCULATION—ABC Audit Report for twelve months ending March 31, 1947: Daily, 400,811; Sunday, 747,852

LOS ANGELES TIMES

REPRESENTED BY CRESMER AND WOODWARD—NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO.

The Human Side

NEWSPAPERS FOR DOLL HOUSE DWELLERS

Here's the story of an eight-page newspaper, no bigger than a book of matches, which has a circulation unmatched by 90% of the papers in the U. S.! The paper—*The New York Times*. The circulation—50,000. You read us right. Let us explain. This is a special, Lilliputian edition of the good, gray *Times*. And it goes only to occupants of doll's houses. There's a story behind all this and, as you might suspect, an advertising man is in the background.

Several years ago John Stover, who heads the industrial advertising firm of John Stover Advertising Agency, Columbus, Ohio, got tired of hearing his three little daughters beef about the unimaginative (They used another name.) doll houses which were being produced. Since Mr. Stover is no mean craftsman and has to be



WHAT'S HOME . . . without a newspaper? John Stover, who manufactures doll houses, thought no home should be without one so he includes a miniature *New York Times*, with advertising.

removed from his basement work bench almost by force at dinner time he set to work manufacturing a doll house which would elicit at that's-more-like-it look from his progeny. He succeeded beyond everyone's—including his own—expectations. As a matter of fact, the Stover doll house was so sensational that every kid in his Columbus neighborhood turned up on his doorstep and begged for one. Mr. Stover isn't in advertising for nothing. He knew when he had a saleable product on his hands. And that was the beginning of an extra-curricular business which now vies with Mr. S's advertising proclivities.

The Stover doll houses are sold in fine toy shops all over the country. And they are standouts. One of the reasons for their success lies in the fact that John Stover wasn't content merely to build a perfect doll house. He started to make accessories for the little houses. And only the most realistic and perfect accessories would do. The furniture for his doll houses is an exact duplicate of the life-size pieces in his own home. Bath fixtures, kitchen fixtures, are scaled-down models of the real Mc-

Coy. Even the rugs in the tiny rooms are just like the ones on your own floors. Tiny books, between tinier bookends, decorate tables; on the walls are pictures, as perfect in detail as the large ones from which they were copied. In other words, Mr. Stover made his doll house look like a house, not a make-believe thing. He put into it all the homey touches which make a home of a house. And that's where the newspaper came in. What's a house without Papa reading his paper? So Mr. Stover decided to make a miniature *New York Times*, selecting that venerable paper because he felt it is the best known newspaper in the country.

The Stover *Times* even carries advertising! Although it never prints more than eight pages, it is circulated in the best doll houses throughout the United States and Canada. Occasionally it turns up in remote places like Batavia and Timbaktu. It's a faithful reproduction of the *Times* and its chief outlets are toy, gift and department stores. It sells best at Christmas time, though it isn't a holiday item. And it is a bit fancier than its standard-size counterpart. The Stover *Times* comes wrapped in cellophane!

Mr. Stover wrote the *Times*: "From your standpoint it may be of somewhat dubious value to know that Marshall Field in Chicago sells more of our New York Times than any New York department store."

The New York Times is still pondering that one.

SWEET LELANI, ETC.

When you fly to Hawaii with United Air Lines, in the Hawaiian Mainliner, our spies inform us, you get that old holiday spirit the minute you climb aboard. United wants you to feel that way. And the build-up, in the form of a beautiful and elaborate Flight Log, was planned with your good-will in mind. United is trying to promote Hawaii as a scenic spot—though some people think that's rather like gilding the lily—and this surprise package, handed you with a knightly flourish, is calculated to bring on more happy customers.

About a year ago United dreamed up its little gimmick and spared no expense or thought in bringing it to impressive fruition. The packet is about the size of a lady's pocketbook, with a full-color picture of the beach at Waikiki on its cover. Inside it contains just about everything from a sample baggage check like no other you ever saw to a special passenger list.

The baggage check boasts a lovely Hawaiian model, an orchid (reasonable, or painted, facsimile) and beneath a camellia (also painted) a small printed piece which quotes United's liability clause just to put your mind at ease. The passenger list is again something special. At the end of the trip, on request, the passenger gets a photostated copy of the list on the letterhead. Since the nine hours con-



SALES TO THE HOSPITAL MARKET

The 50th annual convention of the American Hospital Association will be held in the Convention Hall, Atlantic City, N. J., for four days starting Monday, September 20.

Exhibitors have an unparalleled opportunity to present their merchandise and services to an estimated attendance of more than 10,000 administrators and department heads from America's 6200 hospitals, who spend \$1,200,000,000 annually for 3500 supply and equipment items used for the treatment of 1,550,000 patients.

Additionally, there is a demonstrated need for the construction of new facilities totalling 340,000 beds and replacement of 190,000 existing beds during the next five years. This will cost about \$9,000,000,000, of which over half is now readily available.

Theme of the convention will be: "Hospitals—Vital to Better Living." Outstanding speakers from government, business, and professional circles will develop the hospital's relationship to the community in the afternoon sessions, while the morning sessions will be devoted to a discussion of hospital operating problems with the House of Delegates acting as a panel.

Space charges are from \$2.00 to \$3.25 per square foot, depending upon the location within the exhibit area. We will secure adequate hotel housing for exhibitors' representatives.

Assignment of space is now being made. For diagram showing availability and prices or further information address:

THE AMERICAN HOSPITAL ASSOCIATION

18 E. DIVISION ST., CHICAGO, ILL.

PHONE, WHITEHALL 4350

Available Free:

How 73 Companies Spend Their Advertising Dollars

A revealing insight into the marketing organizations of 73 national advertisers is available to you in a series of interviews made by Col. E. W. Davidson, SALES MANAGEMENT'S Director of Customer Relations.

In the course of his regular discussions with Presidents, Board Chairmen and Vice Presidents, Col. Davidson occasionally asks: "Who makes advertising decisions in your company?" The answers he received during the past year have been recorded verbatim and are now available on request.

They show, for example, that in 67 out of the 73 companies the sales chief has a voice in media selection. And some of the interviews reveal who has the say-so when a company decides to change advertising agencies. When you add them all up, these statements tell about the sales and advertising organizations of companies which spend over \$93,000,000 a year on advertising. And they're direct quotes from the actual heads of these firms—mostly Presidents, with some Board Chairmen and Vice Presidents.

If you want a free copy write us now and ask for "73 Top Management Answers."

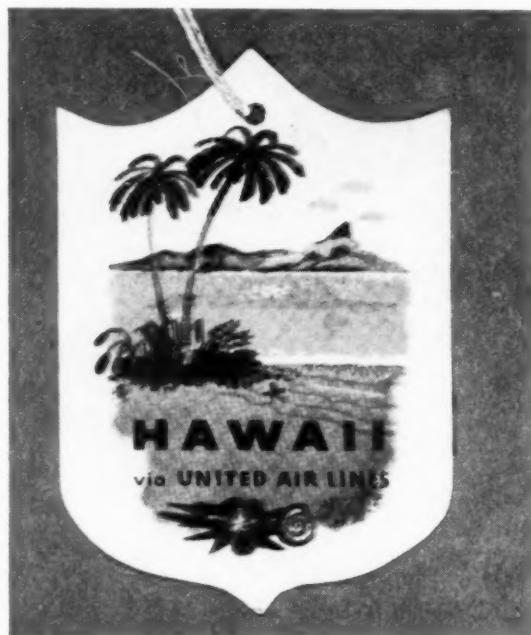
*Sales
Management*

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.

sumed in travel time have been productive of a so-called air-comaraderie, everyone, says a United spokesman, avidly starts autographing each other's list.

The packet also contains special, natural-color photographs, made up as post cards, saving the passenger the expense of buying his own! And you should have a look at the stationery which the line provides, gratis, for



ALOHA . . . but not goodbye. United Air Lines hands this special flight booklet to its Hawaii-bound passengers as a good-will idea to keep business flying.

communiques written 6,000 feet up. Even the envelope has a large, gaudily-beautiful cluster of flowers for decoration. Not even the ticket envelope escapes the artist's brush. The whole thing is a colorful harbinger of things-to-come. United says that there's nothing more boosting to morale than those bright flowers decorating everything from ticket envelope to baggage check when a passenger boards the Mainliner in, say, a February blizzard. We can believe it.

The cost for all this magic transportation seems little: \$150 one way. And after July a round trip for \$270 will be made.

The flight is made in DC-6's; traffic, maybe abetted by service as exemplified by the gift packet, has been so heavy recently that it goes out in two and sometimes three sections. The liners have flown more than 2,000,000 miles in this first year. One trip is made each way every day. United thinks its special service is the answer to the success story.

As a special parting shot each passenger has his Flight Log signed by the captain. People, says United, treasure them.

The airline proudly says that this whole promotional scheme has aroused amazing enthusiasm and a terrific response. But they're quick to point out that the company measures response at the "box office." And that's where it has all begun to show. A good part of the credit goes to the airline's little surprise package.

SALES MANAGEMENT

How Do You Stand With Chicago's Most IMPORTANT Million ? ? ? ? ? ? ?



Time and experiment are both great teachers.

Over the years, advertisers have made countless experiments with media here in the Chicago market.

From this costly trial and error process—this sorting over and sifting down—advertisers have *learned*. Experiment has translated itself into *experience*. And this experience gives to the Chicago Daily News a *commanding position* as a *commanding advertising medium*!

So commanding that, for example, the Daily News in 1947 carried 2,742,304 lines of grocery advertising—a **MILLION AND A QUARTER** more lines than the next competitive daily newspaper.

The demands of grocery manufacturers and grocery retailers put an advertising medium to a severe test. Both demand rapid rate of turnover. Both demand volume. Both look to Chicago's most **IMPORTANT** million for dollars and cents response.

And they get it as the result of persistent advertising in the Daily News! Persistent, because profitable!

How do you stand with Chicago's most **IMPORTANT** million? That's the No. 1 sales-question in Chicago. Ask a Daily News representative to tell you more about the reader-friends of this newspaper—these reader-friends who are Chicago's most **IMPORTANT** million!

CHICAGO DAILY NEWS

For 72 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

NEW YORK: 9 Rockefeller Plaza

LOS ANGELES OFFICE: Story, Brooks & Finley, Inc.
624 Guaranty Building

DETROIT OFFICE: Free Press Building

MIAMI HERALD BUILDING, Miami, Florida



Could you write a memorable story about this picture?

When the ill-fated Hindenburg exploded at Lakehurst, N. J., some of the nation's top writers wrote thousands of words about this catastrophe.

But how many of those words can YOU remember? Can you recall what year it was? Or what season? How many were killed? Or how many survived?

Odd, isn't it, that thousands of words can be forgotten—while a single picture remains memorable?

We think this helps to illustrate what we, at Parade, call "picture power." Each week, this syndicated Sunday *picture* magazine attracts one of the largest audiences in publishing history.

Actually, page traffic runs as high as 80% to 90%. And this traffic builds up crowds for the advertising pages, too.

For instance, an identical ad in Parade will consistently attract more readers per dollar than any other magazine. During 1947, there were 49 identical ads which ran in Parade and the leading weekly and women's magazines. All 49 of them got more readers per dollar in Parade.

An important point, that! After all, you can't start to make a sale until your prospects start reading your ads.

You ought to be in pictures...in

parade



MENT JULY 15, 1948

C. E. HOOPER, INC. REPORTS ON

MORNING

STATION-PREFERENCES

IN "IOWA PLUS"!



C. E. Hooper, Inc. has just released a Winter 1948 Listening-Area Coverage Index for the 116-county area which we call "Iowa Plus".

The Index gives percentage of mentions for each station selected by more than 1% of the people polled. A scientifically-selected cross-section of listeners were asked "To what stations do you and your family listen most frequently or the most time?"

MORNINGS, WHO GETS 30%

NEXT STATION GETS 9%!

For the period 6:00 AM-12:00 Noon, WHO was rated first by 30% of the respondents. Eight other Iowa commercial stations were selected by 1% or more of the people. The combined rating for all these eight stations totalled 31%.

Top-notch programming, outstanding public service means better values. Write for your copy of the 116-County Area Report—or ask Free & Peters.

WHO

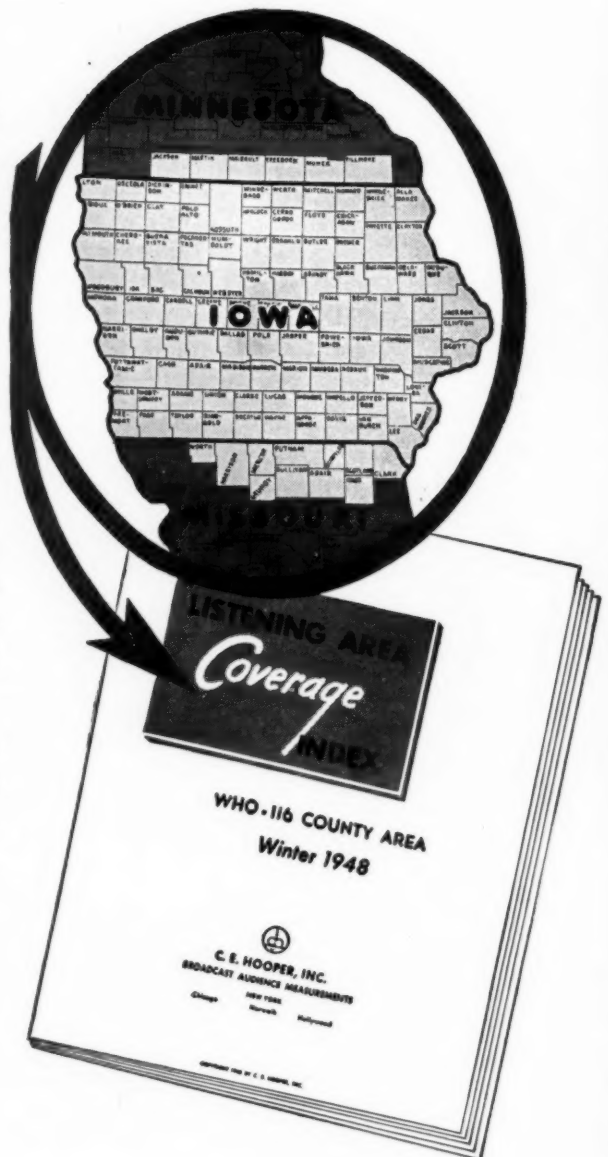
+ for Iowa PLUS +

Des Moines 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager

FREE & PETERS, INC., National Representatives



NEWS REEL



LOYD DOPKINS

New vice-president in charge of sales for Majestic Radio & Television Corp., was promoted from radio sales manager of the firm he joined four years ago.



W. B. DIXEY, III

Appointed merchandising manager of Trumbull Electric, a General Electric Co. affiliate, came with the company in 1941 from *The News*, N. Y. C.



R. E. FISHER

Former sales manager of the Stamping Division of the Eaton Manufacturing Co., Cleveland, O., has been promoted to general manager of that division.



R. T. HAZELL

Promoted from sales manager to general manager of The Fruehauf Trailer Company of Canada, Ltd., is a veteran of 22 years in the motor transport field.



PAUL A. FREEMAN

With the company since 1936, and, since 1945, division sales manager in Chicago, has been appointed general manager of E. R. Squibb & Sons of Canada.



JOHN M. OTTER

General sales manager of Philco Corp. for the past year, he has been elected vice-president and general sales manager of the firm he joined in 1926.



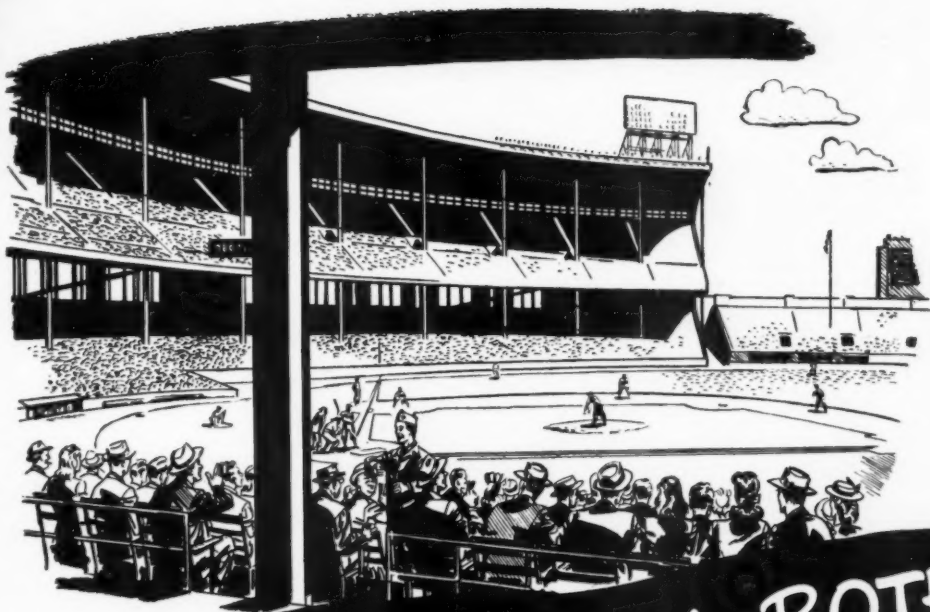
THE WEATHERHEAD CO.:

Heyliger Church (right), vice-president in charge of sales, now executive head of all sales divisions, foreign and domestic. R. P. Gibson (left) is appointed vice-president general sales manager.



**The New York Times
published more advertising
in the first half of this year
than any New York newspaper
has ever published
in a like period.**

This record volume was produced by advertisers eager to profit from the unique sales-making power of The New York Times, for 29 consecutive years the biggest advertising medium in the world's biggest and busiest market. If you're looking for new business or more business, get in touch with us.



Big Retail Centers in BOTH Places...

SELL **BOTH** MARKETS...
with **ONE** newspaper...
at **ONE** low cost!



You get more solid hits per insertion in this double-action market when you advertise in the Cleveland Plain Dealer. For the Plain Dealer is the only metropolitan newspaper covering the famous Cleveland 2-in-1 market — Ohio's two largest retail markets — at one low-cost coverage.

You reach Greater Cleveland plus 26 adjacent counties, including 141* prosperous cities and towns. The combined sales volume in these 26 counties is virtually the same as the sales volume in ABC Cleveland (Cuyahoga County). Take advantage of the extensive buying power in both of these rich, compact markets. Schedule the Plain Dealer now to get thorough, effective, exclusive coverage in both areas.

*Akron, Canton, Youngstown not included.

**THE PLAIN DEALER IS ENOUGH
...IF YOU USE IT ENOUGH!**



THE **P.D.** MEANS

Planned Distribution

Do you know the localities in this market that will buy most of your goods?

Do you know the shortest cut to your biggest volume of sales?

The Plain Dealer Market Survey department can answer these questions and many more pertaining to your business operation. Call or write your P.D. representative for an appointment to receive this individualized service.

**Don't Guess at Your Market
...KNOW ALL THE FACTS!**

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

bull market on farm products for the next 25 years!



■ Recalling the 1920-21 and post '29 farm slumps ... the Bureau of Agricultural Economics, USDA appraises the farm outlook for the next 5 to 25 years as much better than 1920-1940 because—

■ Farmers currently are better off, owe less, have better plants and methods, more liquid assets, cash, bank deposits ... strong demand for immediate future, no surplus crops in warehouses.

■ The U. S. is still a young country ... population is expected to increase 10% by 1960, 20% by 1975, assuring increasing domestic market. Industrial output per worker may rise as much as 20% by 1960. More mechanization, fewer work animals, irrigation, drainage, clearing, can add millions of productive acres.

■ With better farming practices, more fertilizer, soil conservation, greater efficiency, many other pluses ... farm incomes over the next 20 years might well average two or three times prewar!

■ Long-range plan-makers in marketing and advertising should not overlook the significant article ... "The Next 25 Years Look Good for Farmers," ... **SUCCESSFUL FARMING**, for July, page 21.

Most missed market ... are the best farm families of the U. S. in the 15 Heart States ... reached spottily by general media and comprehensively covered only by **SUCCESSFUL FARMING**, with more than 1,200,000 circulation among farmers with the best soil, methods and techniques, largest property investments, and highest incomes ... average 1947 gross \$9,890 (excluding gov't payments) \$4,000 above the U. S. farm average.

■ With savings of the seven best years, and record production, cash and checking accounts ... SF readers are today's best class market. No advertising is really national without this market and medium! Full facts, any office ... **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



Fall guy ... is not hard to be on a farm. What causes falls, and how to avoid them ... fine accident insurance in "Make Climbing Safe & Easy" ... **page 30**.



Eggs not eggsact ... In Wash. D. C. survey, not 1 woman in 100 knew egg standard grades or minimum weights, or could judge values in buying ... See "Poultry", **page 93**.



WHY

DOES
HARDWARE AGE
CARRY 2½ TIMES
AS MUCH ADVERTISING
AS ANY OTHER PAPER
IN THE FIELD?

Hardware Age has become the permanent Trade Fair of the great two-billion-dollar-a-year hardware business because . . .

Every other Thursday *Hardware Age* offers the largest — and only wholly voluntary, prepaid circulation in the national hardware business paper field.

Of every issue's 33,700 copies — 21,400 go to retailers, penetrating to the very grass roots of the retail trade with at least one merchant subscriber in each of 8,821 cities and towns from coast to coast. (There are only 6,669 towns of 1,000 population or more in the U.S.A.)

An additional 6,000 copies saturate the nation's 509 wholesalers — providing 65% greater coverage than any other hardware paper.

Nowhere else can advertisers reach so many of their customers so quickly . . . effectively . . . continuously. In no other hardware paper can merchants find so large a concentration of product information as in the advertising pages of *HARDWARE AGE*. That's why manufacturers allot more than 75% of their national trade advertising dollars to *HARDWARE AGE*.



HARDWARE AGE

A Chilton ① Publication



Charter Member



100 EAST 42nd STREET • NEW YORK 17, N. Y.

MAIN ENTRANCE TO THE GREAT HARDWARE MARKET

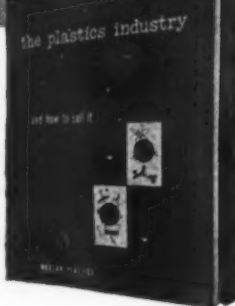
JULY 15, 1948

19

HOW TO FIGURE YOUR SALES POTENTIALS IN THIS INDUSTRIAL MARKET

Free

Market analysis
of the
**PLASTICS
INDUSTRY**
will help you
find the answers



This new data file contains the inside story of one of America's fastest growing industrial markets. It is the most complete analysis of the plastics industry that has ever been published. Packed full of up-to-date figures, charts, graphs, maps—lists 101 kinds of capital equipment and 40 principal items of short life equipment that the industry buys—shows the raw material production through the last 10 years—illustrates the location of the industry—includes tips on how to sell and advertise to it.



The curve is up on production in the Plastics Industry. When new applications are developed, new equipment and manufacturing facilities are added. This means new sales opportunities for you.

The Plastics Industry may represent a profitable field for your product or service. This new data file is designed especially to help you evaluate this industry and to plan sales, distribution and advertising to it. For your free copy tear out the attached coupon and clip to your firm letterhead and mail. No obligation of course. Modern Plastics, 122-M East 42nd St., New York 17, N. Y.

MODERN PLASTICS

A BRESKIN PUBLICATION

122-M East 42nd Street

New York 17, N. Y.

Gentlemen:

Please rush my free copy of your new 40-page data file entitled "The Plastics Industry—What It Buys and How to Sell It".

NAME _____

POSITION _____

FIRM _____

STREET _____

CITY _____

ZONE _____

STATE _____



BY T. HARRY THOMPSON

Wonder if a district attorney has a prosecution-complex?

While the paronomastic mood is on (as when isn't it?), H. L. Mencken, I am moved to say, might do a piece called: "One Nathan Indivisible."

Bill Edwards has a nice phrase for the critic who is always picking fly-specks out of pepper; says he's "milk-ing a mouse."

In the classified directory, Philadelphia's Batts Radio Clinic has a forthright slogan: "If we can't fix it, throw it away."

NI—"You say he's allergic to hy-phens?"

WI—"Yeah; he even takes the hy-phen out of 'Wilkes-Barre'."

"I'm sorry, Mr. Harrison, but home-improvement loans do not include financing a divorce."—Cartoon in *Banking*.

"Oleo Bill Gets Rush Orders."—Headline. The Better 'Oleo?', asks Reuel Sides.

Commenting on the national drive for rat-control, *Rough Proofs* observes: "Controlling the rats in advertising alone would justify a drive."

I liked that movie-title: "Don Coyote."

BERT—"Where's Smithers? Didn't he come in today?"

MYRT—"He's home with a Cigarette Hangover."

Leo Osmon, educational director of Underwood Corporation, says, yes, at least one typewriter advertiser does emphasize uniform impressions and the general perfection of work performed. Encloses some Underwood

bulletins and ads to underscore his statement. What I meant, Leo, was *visual* examples of poor work contrasted with neatly aligned work on a fine machine like Underwood. In other words, the old before-and-after treatment. Underwood shows the "after" only.

HEADLINE PARADE

Holidate for Two!—*New York Central*.

Let's talk about Life with Mother for a change!—*Kleinert's*.

Packed at the fleeting moment of perfect flavor.—*Green Giant Peas*.

Greater Manhattan.—*Four Roses*.

"I look crazy but I'm not."—Caption in *"Life."*

The Pick of the Portables.—*RCA Victor*.

Putting more shove in the shovel.—*Torrington Bearings*.

Cut down your tractor's waste-line.—*Standard Oil*.

How to bear up when the heat bears down.—*Philco Air-Conditioners*.

More and more, it's door-to-door.—Article in *"Retailing."*

Incidentally, Louis Goodenough is editor of *Retailing*. I shall refrain from saying what fun it would be to have him running for high office, with transparencies painted: "Goodenough For President."

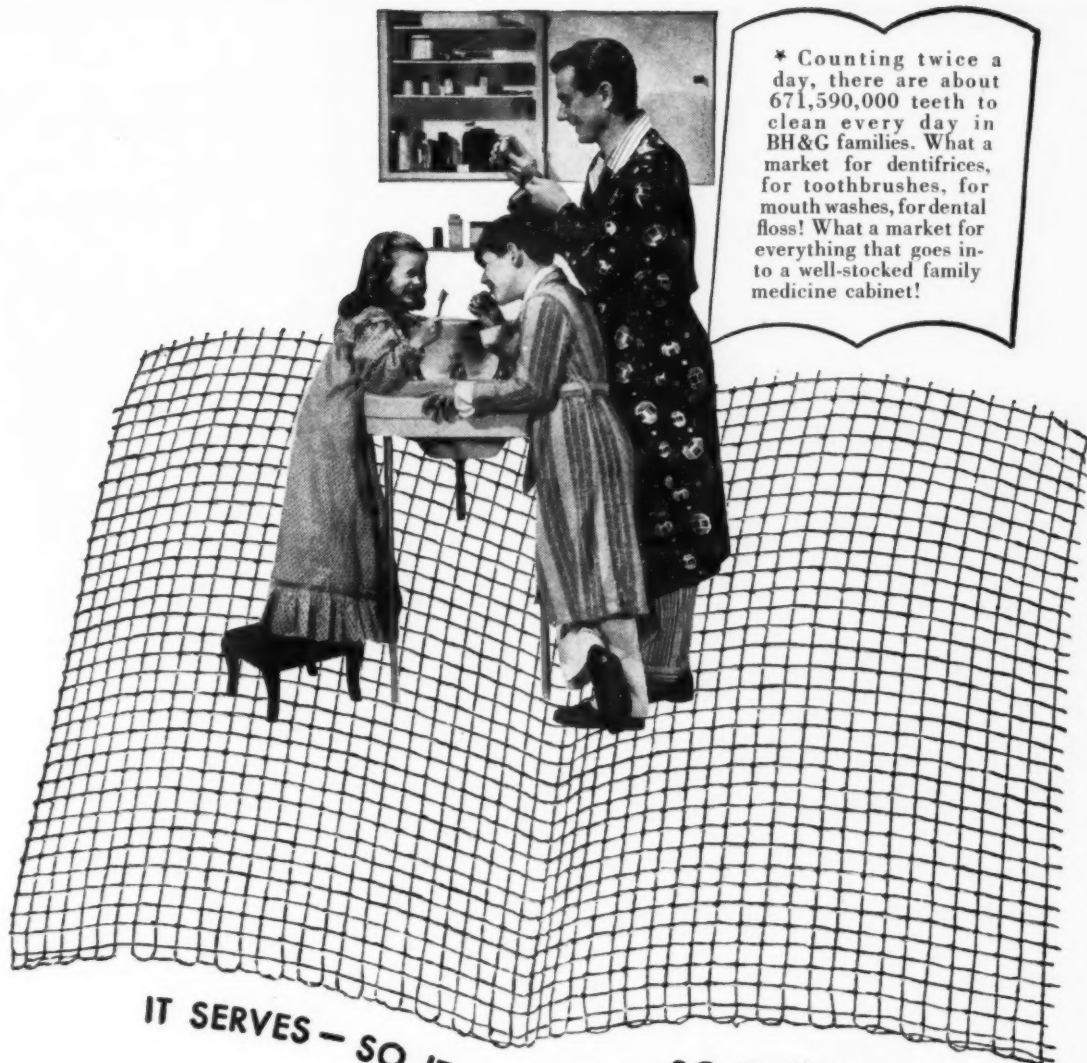
Kasco Informant has a ghost saying he has a date for tonight, and another ghost asking him to bring along a ghoul-friend.

The column thanks Murray Levine, general sales manager of Holson Binders, for sending a Speed-o-Mount Binder, and says, in rebuttal, it likes the caption on one of his sales-bulletins: "Presenting the Holson Story."

The Hotpoint electric water-heater is "revolutionary new" . . . an "amazing new development" . . . "the world's finest water-heater" . . . the "latest engineering triumph" . . . a "great new" heater . . . with "Magic Circle Heat" . . . and a "sensational new heating principle" that "assures you the safest, cleanest, most economical and dependable hot-water service ever offered." That's what I like: Understatement.

While writing the Alice-in-Philco-land jingles for the Philco refrigera-

SALES MANAGEMENT



* Counting twice a day, there are about 671,590,000 teeth to clean every day in BH&G families. What a market for dentifrices, for toothbrushes, for mouth washes, for dental floss! What a market for everything that goes into a well-stocked family medicine cabinet!

IT SERVES — SO IT SCREENS — SO IT SELLS

100% Service Screens your best market for you

It's the way families read Better Homes & Gardens that gives it a lot of its tremendous selling power.

They read it to do something or to buy something. Because it's 100% service for better living, only people interested in living better buy it in the first place. It has no casual readers.

Each copy of BH&G in each month in each of over 3,000,000 homes starts something. Maybe

a minor thing like a cheese soufflé; maybe a major thing like a new living room color scheme. Your ad on cheese fits right in with the soufflé; your ad on multi-purpose furniture fits in with the color scheme. You're part of the "how-to" character of the book itself.

How about letting our representative tell you more about how editorial screening selects your best customers for you?



America's First Service Magazine

FOR A COMPLETE PICTURE YOU NEED THIS PIECE



★When you make up your advertising schedule you will need that piece of intensive coverage THE SOUTHERN PLANTER provides in the South's most profitable market. It's TOPS in the six states we call SOUTHERN PLANTER LAND. From the top of Maryland to the tip of South Carolina—from west of the Appalachians to the shores of the Atlantic—more farm families read THE SOUTHERN PLANTER than any other farm paper. Its monthly visit has been made in this area for 108 years. Four generations of farm people have read and followed its advice.

More than 300,000 SOUTHERN PLANTER subscribers and their families are buying more things today than ever before. There's a two-billion-dollar farm market here for everything that's sold to make the farm more productive and farm living more enjoyable. Put THE SOUTHERN PLANTER at the TOP of the list to reach the TOP farmers at the TOP of the SOUTH.

THE SOUTHERN PLANTER, Richmond 9, Va.

441 Lexington Ave., New York 17
333 N. Michigan Ave., Chicago 1

West Coast Representative: SIMPSON-REILLY, LTD.

Los Angeles, San Francisco, Seattle

SERVING THE TOP FARMERS AT

The SOUTHERN PLANTER

America's Oldest Farm Paper — Established 1840



More farm families in this area read *The Southern Planter* than any other farm paper.

tor, I tried my hand at a jingle I call "Malice in Wonderland":

The time has come,
The wallace said,
To talk of many things . . .
Republicans and Democrats
And what November brings.

For years, I was Republican;
(Some relatives still are.)
I thought I might fare better if
I followed F. D. R.

That neither Party suited me,
My moves have clearly shown.
Still wandering, I started up
A Party of my own.

I hope that you will vote for me,
I'd like to sweep the land.
Will you, won't you,
Will you, won't you,
Won't you join our band?

The song says: "I'd give a million tomorrows for just one yesterday." I wager that each of us has some particular yesterday which he would like to relive . . . some major decision he would like to reverse . . . some opportunity he should seize instead of tossing it overboard like an empty matchbook.

"Ideas for an executive's office," says Armstrong's Linoleum. Sometimes, it's the executive and not his office that needs doing over.

"Why did they steal Eli Whitney's cotton gin?" asks Burlington Mills. This is the so-called silly season, so I'll say it was to make some martinis in the spirit of Old Eli.

How is it we say *codfish* but not *shadfish* or *mackerel fish*?

Sign in the subway reads: "Dyeing is an art." Indeed it is; and living is even more so.

MacManus, John & Adams, Inc.
Detroit, Michigan.

Dear Harry:

It was awfully thoughtful of you to send me "Gagged & Bound." I have been browsing through it off and on all day long, and I got more than a passing chuckle as I skipped among the pages.

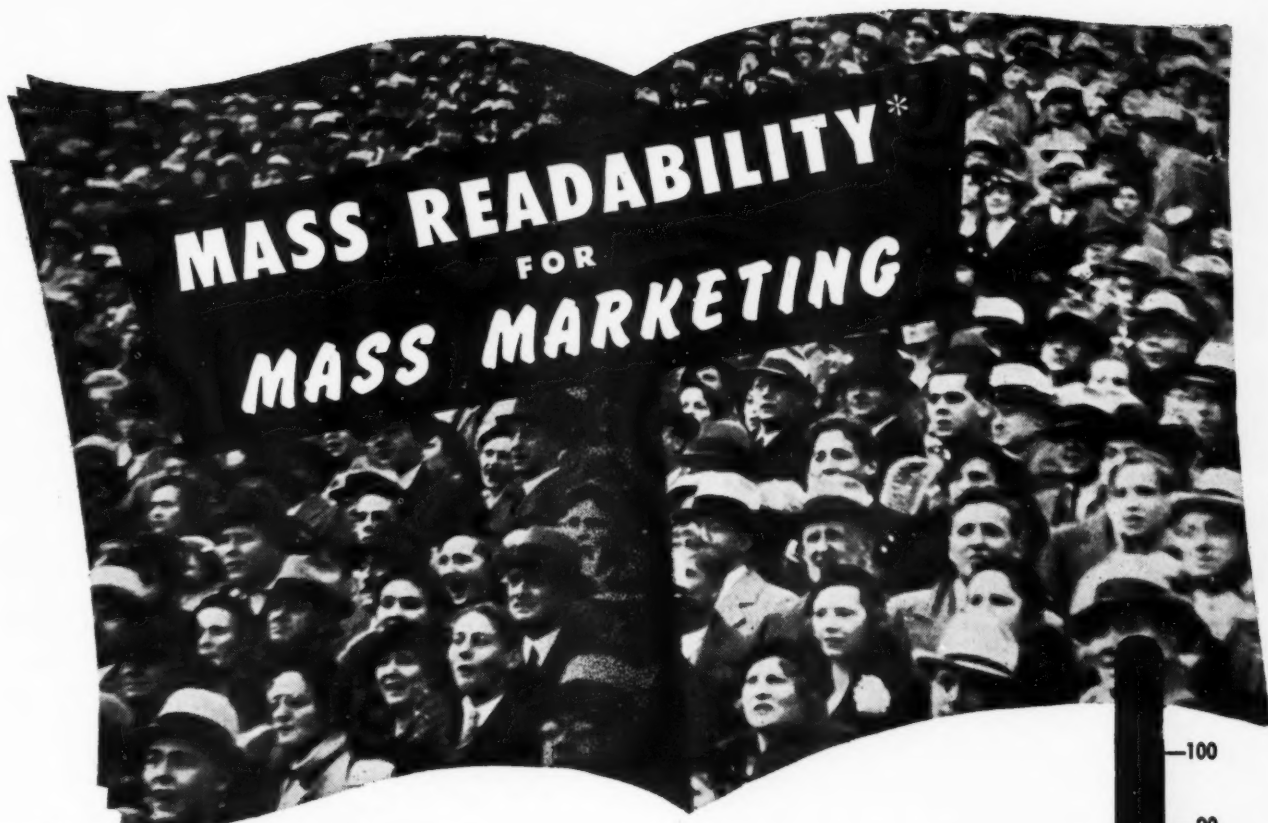
With reference to your remembering my gag-name of "Unter den Mortgagen," I am prompted to pass along a similar one which "Po" Field tagged onto the home of one of his friends who was always squawking about things as they are. The name: "Bellyacres."

Kindest personal regards,

Wop
(W. A. P. John)

It's practically impossible to get a printer to spell it *violoncello*. He insists it's *violincello*. Ho, hum!

SALES MANAGEMENT



Here's Another Reason Advertising Dollars Buy More Results in THE DENVER POST

To reach and sell mass markets effectively and economically calls for newspapers that can be read *with ease*. This important sales factor can be measured. "Readability Ratings" of Oklahoma Baptist University show the percentage of adults who can read a newspaper or magazine with ease. Ratings are based on three facts:

1. Short sentences are easier to read.
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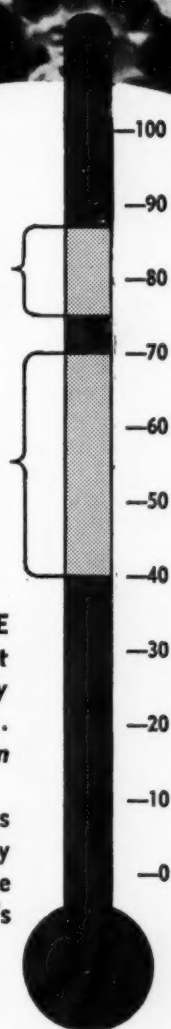
During April, 1948, the University received all issues of THE DENVER POST. Fifty-five stories were studied and rated. Highest rating was 87%; lowest, 75%; and the average rating for the fifty-five stories was 78%. This compares with average ratings ranging from 40% to 70% for other papers previously studied.

Commenting on readability ratings for THE DENVER POST, W. F. Tanner of the Department of Journalism wrote: "... *this is far and away the best rating we have awarded a daily paper...* You are to be commended for your success in making the news of today understandable."

Because THE DENVER POST makes the news of today understandable, it is the most widely read newspaper in the Rocky Mountain Empire ... and it is your best salesman to the Empire's expanding markets.

Readability Range
for
THE DENVER POST

Average Range
For Other Daily
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* READABILITY SCALE
Oklahoma Baptist University

THE DENVER POST

EDITOR AND PUBLISHER
PALMER HOYT

REPRESENTED NATIONALLY BY
MOLONEY, REGAN & SCHMITT, INC.



CIRCULATION

Daily	209,468
Sunday	344,790
Roto	374,971

A.B.C. Publisher's Statement, March 31, 1948

JULY 15, 1948

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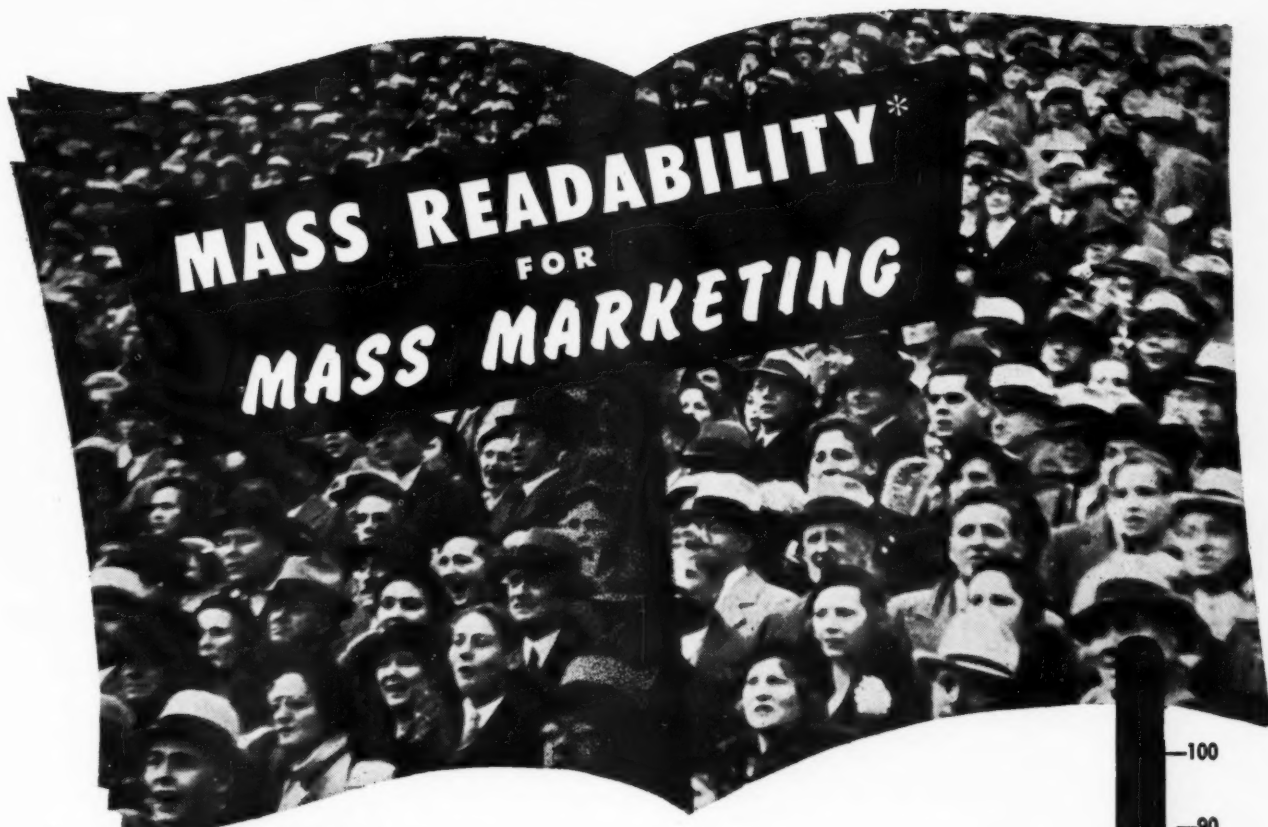
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A.S.C. Publisher's Statement, March 31, 1948	

EXTRA

Buying Power

SYRACUSE

EXTRA

Selling Power

HERALD-JOURNAL

SYRACUSE, N. Y.

**SYRACUSE BUYING POWER SHOWS
26% ABOVE NATIONAL AVERAGE****Alert Advertisers Select Syracuse
For Above Average Sales Returns**

For every dollar's worth of goods sold nationally, Syracuse offers a purchasing potential of \$1.26! Sales Management's current survey of buying power proves it. Here's a big market . . . a consistently high-quality market . . . a strategic market for expanding sales. By virtue of its self-sufficient agricultural-industrial economy, this market makes an excellent testing area, maintaining a healthy average buying income as compared with state and nation.

Sales Management points out another significant fact! New York State families, in general, and Syracuse families, in particular, accumulate, each year, the largest savings accounts of all families. Figures show that the average family *could* spend considerably more for retail sales! Here,

then, is *reserve* buying power . . . buying power which can be harnessed for greater advertising returns and volume sales . . . by using the Herald-Journal . . . a results-getting medium in a proven market.

HUB
OF THE
EMPIRE
STATE

NEW YORK

SYRACUSE, N.Y."ALL BUSINESS
IS LOCAL"**Market Data Translated
Into Actual Case Histories**

A recent survey by Media Records, Inc., covering newspaper advertisers in 105 cities, reveals that the Addis Company of Syracuse, women's specialty shop, is the largest user of newspaper advertising space in the women's apparel store classification. The same survey accords Syracuse another special distinction by naming Wilsons' Leading Jewelers Inc. as the biggest retail newspaper advertiser in the national jewelry field.

What's a Market?

"Markets are people with money to spend." That's how the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday) reduces market data figures to a simple brass tacks method of market selection.

"The greater the buying power, the greater your selling power. In Syracuse, as the Sales Management survey bears out, they're ready to buy AND national advertisers can best make them spend by giving their 'buying ideas' the penetrating market coverage delivered by the Syracuse Herald-Journal (Daily) and the Herald-American (Sunday)."

**For Complete Market Coverage
at ONE LOW COST...**

- ✓ SYRACUSE HERALD-JOURNAL (Daily)
- ✓ SYRACUSE HERALD-AMERICAN (Sunday)

National Representatives: Moloney, Regan & Schmitt, Inc.

Hub of the Empire State — A City of Diversified Industry

SALES MANAGEMENT

more than ever before



and...on schedule!

Today, more Remington Rand punched-card accounting machines are being sold *and delivered* than ever before.

Despite greatly increased sales volume, deliveries of new machines and machines incorporating major new developments are up to *normal pre-war schedules*.

Why? We've transformed our post-war expansion blue-prints into *fact*.

Increased sales and service staffs are hard at work, serving people like you.

And new manufacturing facilities are producing at an all-time peak.

So... if you want skilled attention to your particular sales accounting problems... if you want the finest punched-card machines and methods available today... and want them **NOW**—then you want to get in touch with your Remington Rand sales representative.

To start things moving, call our nearest branch office. Or write Tabulating Machines Division, 315 Fourth Ave., New York 10, N.Y.

Remington Rand

FOR 40 YEARS — PUNCHED-CARD PACEMAKER





JUST PUBLISHED!

PARTIAL LIST OF CONTENTS:

Why business paper readers are different.

Can short copy "tell all"? And does long copy get high readership?

When to go after inquiries, and when not to.

How to advertise when you think you have "nothing to sell."

High readership versus the highly selective appeal.

Helping your readers solve a problem; showing them "how to do it;" giving them ideas; promising a benefit — and proving it.

What to say to dealers when you're entering a new field.

Tailoring a consumer theme "to the trade."

Why your sales objective (i.e., what you want) should not dominate your advertising approach.

Can copy be "pre-evaluated" for high readership?

What are the four basic steps in creating "Copy that Clicks — with readers"?

Copy that Clicks*

A whole volume of case-histories to help you do a better job of business paper advertising

and it's yours for the asking!

If you remember ABP's famous "Tell All" book, and, more recently, "Hit the Road," you can skip the rest of this copy and just clip the coupon.

For this book is a sequel — and that should be enough for anybody who has read ABP's two earlier volumes.

Like them, "Copy that Clicks" has only one purpose — to help you do a more effective job of business paper advertising. It doesn't pretend to spell out the final word on the subject, nor does it lay claim to any unsupported theories. But it does offer you a collection of "success stories" — and an honest appraisal of the objectives and techniques that made these advertisements click *with readers*.

If you're a copywriter, an agency exec, or an ad-manager, this book is for you. The coupon below, or a note on your company letterhead, will bring your copy by return mail, compliments of ABP. There's no obligation, of course — except maybe to yourself!



THE ASSOCIATED BUSINESS PAPERS

An association of 137 independently owned and operated business papers. Membership is confined to business papers entered under second class postage and audited by the Audit Bureau of Circulations. Members of ABP subscribe to a code of high editorial, advertising and circulation standards, and pledge themselves to deliver publications worthy of the subscriber's money and the advertiser's investment.

Copywriters — Agency execs — Ad-Managers:

**MAIL COUPON TODAY
FOR YOUR FREE COPY**

THE ASSOCIATED BUSINESS PAPERS, INC.
205 East 42nd Street, New York 17, N. Y.

Please send me a free copy of "Copy that Clicks."

NAME _____

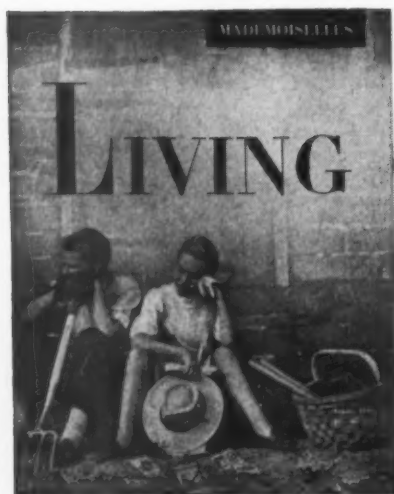
COMPANY _____

TITLE or FUNCTION _____

ADDRESS _____

CITY _____ STATE _____

there's a
reason
for



Young homemakers set
the style for better
living. You'll do
better to style
your advertising
for young homemakers
... and place it in
the pages of
their own magazine

MADMOISELLE'S
LIVING

the magazine for
smart young homemakers

A Street & Smith publication
122 East 42 Street, New York

WASHINGTON *BULLETIN BOARD*

Between This Congress and the Next One

The flurry of bill passing in the final hours of Congress settled a good many business uncertainties—but it left some others on the hook.

The odds are against a recall of Congress to Washington before the regular 81st Session convenes next January—except there is enough capriciousness in this year's political maneuvers, and in world power politics that possibility of a special session cannot be discounted completely.

If such a session is called, a great many bills of considerable importance to business, but not in the top agenda or controversial brackets, might be put through while committees were threshing out the major problems for which Congress would be called back. It's a little too early to relax if you have legislative matters at stake.

Serious Mixup on Air Parcel Post

One aftermath of the legislative log-jam of importance to distributors went unnoticed for two weeks.

The Post Office Department had under way preparations for inauguration of domestic air parcel post on September 1, as authorized by a bill passed almost at the last minute. Air parcel post rates were set up in the bill on a zone basis, slightly above surface express, but representing at least two days' saving in time on transcontinental shipments.

Then it was discovered that in the combination postal pay and rate increase bill—also passed at the last minute—Congress had thrown a monkey wrench into its own parcel post bill by specifically stating: "The rate of postage on all domestic air mail shall be . . . six cents for each ounce or fraction thereof."

P.O. attorneys fear that this provision will invalidate the parcel post zone rates and will make air parcel post subject to the regular air mail rates. However, the one-cent increase in air mail rates does not become effective until January 1, 1949. The Department will have from September 1 to January 1 to give air parcel post a tryout, and will ask Congress to rectify the law as quickly as possible. A serious hitch is possible, since some railroad and other interests opposed the whole program and may fight it again in Congress.

The Postal Rate Increases

None of the postal rate increases becomes effective until January 1—a provision adopted in order to give business firms time to adjust to the new schedules. This provision probably will knock out Senate leadership plans for a "thorough" revision of the postal rate system next year—the long-threatened idea of trying to put the P.O. on a pay-for-yourself system. There undoubtedly will be agreement that the new piecemeal rates be tested for a least a year.

Besides air mail, these increases include: third class—up 1 cent for the first two ounces and up 2 cents a pound for bulk rate for identical pieces; parcel post—up about 28%; catalogs, up about 50%; books—raised to 8 cents for the first pound and 4 cents for each additional pound; special delivery—up to 15 cents; money orders—the 6-to-22-cent schedule goes up to a 10-to-35-cent bracket; direct mail advertising, third class—bulk rate remains at 1 cent per piece, minimum charge goes up from 12 to 14 cents per pound. First class letter mail, newspaper and magazine rates remain the same. A 4-cent air mail card is being provided.

Selling to the Military

Under the "preparedness program" accented by the draft and rearmament, the National Military Establishment during the next year or two is going to be one of the biggest customers for an infinite variety of products, goods and supplies.

A bible for every sales manager who wants a slice of this business is a new 46-page Guide titled "Military Procurement" issued by The Munitions Board. It gives regulations covering all purchases of the Army, Navy, and Air Force. It is available from the Superintendent of Documents, Government Printing Office, for 25 cents. Order Number is M-401.2:P-94.

Among other things, the Guide gives for each branch of the services a complete list of items to be purchased and the purchasing locations—even down to the telephone numbers of those who plan emergency procurement.

The Munitions Board, designated by the Defense Establishment as the

SALES MANAGEMENT

BEECH-NUT

uses

SPOT
RADIO*



to build

BIG DOLLAR VOLUME
from nickel sales!

You can do *big* business in *nickels* if you make enough sales. And that's exactly what Beech-Nut Packing Company does with Beechies and Beech-Nut Gum. Yet, Beech-Nut does it on a relatively small budget . . . with Spot Radio to make each advertising dollar go a long, long way.

Spot Radio gives Beech-Nut the truly *national* coverage that universal distribution requires. It guarantees the quick turnover that keeps gum fresh for choosy chewers. It's ideal for the *powerful* repetitive selling that pays off in impulse purchases at counters everywhere. With Spot Radio, Beech-Nut doesn't waste a single precious nickel on unprofitable times or places . . . because they can pick only the *best* times on the *right* stations in every market.

Beech-Nut has been using Spot Radio extensively and continuously since 1935 . . . *because it pays!* It will pay *you* to include flexible Spot Radio in your own plans . . . to sell the whole nation or a single compact market. Your John Blair man knows Spot Radio and how to use it. Ask him!

* Spot Broadcasting is radio advertising of any type (from brief announcements to full-hour programs) planned and placed on a flexible market-by-market basis.

Beech-Nut Packing Co. advertising is handled by Newell-Emmett Co., New York

Offices in Chicago • New York • Detroit • St. Louis • Los Angeles • San Francisco



SPOT RADIO
SELLS
THE MILLIONS
THAT BUY

JOHN
BLAIR
& COMPANY

REPRESENTING LEADING RADIO STATIONS



THAT'S WHERE WE START

SHOUTING

You're all ears when a medium that's been waxing eloquent about its market comes to the point where it must say something about itself.

... waiting for abrupt soft-pedaling ... double talk ... or a thumping good story.

We can't speak for others—but that's where we really give ... with all the stops pulled out as far as they'll go.

After whetting your sales appetite with the story of Fall River's \$103,000,000.00 retail sales, we come thundering through with the news that we deliver 97% of the market ... in a single advertising buy.

The Herald News Really Sells Fall River

FALL RIVER HERALD NEWS FALL RIVER, MASS.

KELLY-SMITH CO.

NATIONAL REPRESENTATIVES

New York, Boston, Philadelphia, Chicago, Atlanta, Detroit, Los Angeles, San Francisco



Assure good will and daily readership of your selling copy, at the point of sale, by featuring your name, sales story and products in a distinctive, copy-righted, indispensable utility medium—A Nascon Week-At-A-Glance. In hand-some desk and pocket sizes, Nascon Week-At-A-Glance books provide a

full week of appointments and memo-randa at a glance plus an alphabetical address and telephone index. Let us show you how effectively and econom-ically you can promote sales by utiliz-ing from 1 to 12 insert pages to keep customers, prospects and distributor's representatives constantly reminded.

Specialty Division, NASCON PRODUCTS, INC., Dept. SM-1, 60 E. 42nd St., New York 17, N. Y.
(Division of Eaton Paper Corp.)



Specialty Division, Nascon Products, Inc., Dept. SM-1, 60 E. 42nd St., New York 17, N. Y.
Please send the Nascon full color catalog containing suggestions on how we can effectively use the Nascon sales builders.

Name
Company Name Street
City State

over-all procurement agency, has advised procurement officials to avoid excessive placement of contracts by negotiation, without formal bid advertising. However, negotiated contracts may still be concluded when "public exigency" will not permit delay occasioned by advertising; for small purchases under \$1,000; for professional and personal services; for research; for technical or specialized supplies; for supplies purchased for resale under \$10,000; for perishables.

The Census of Business

Assured at long last is the Census of Business to be taken in the Spring of 1949, with the results scheduled to be available early in 1950. In another of its last minute actions, Congress gave the Bureau \$1,800,000 for preliminary work, indicated it would come through with the rest of the funds early next year.

The Bureau of the Census welcomes any suggestions from sales managers and others for information they would like to see developed.

More Anti-Trust Cases Coming

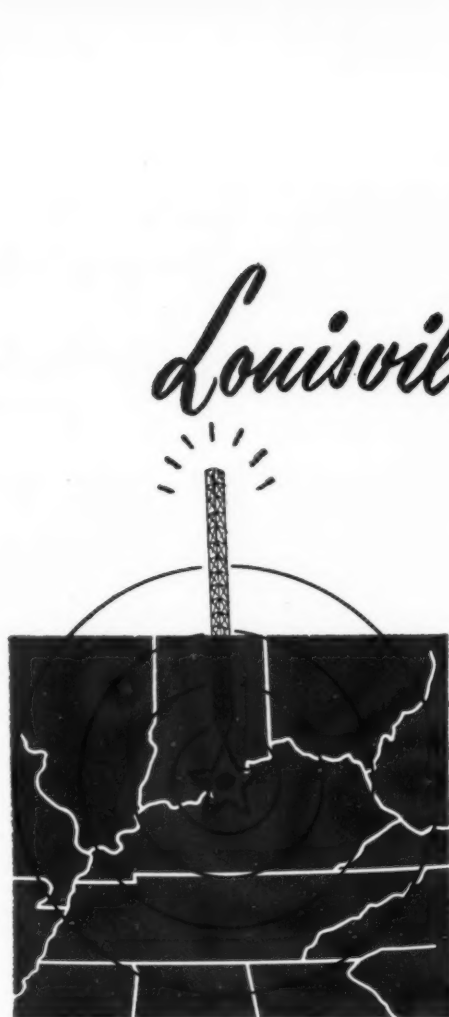
You can look for a steady stream of anti-trust actions by the Justice Department during the remainder of the year, many of which will bolster FTC cases and need watching by those affected by Government policy.

Typical is a recent civil suit against Liquid Carbonic Corp., Air Reduction Co. and others in which the Justice Department charged them with "elimination of competition by price-fixing, pooling of patents, conducting price wars against competitors, allocating of markets and customers, and the acquisition of the plants and properties of competitors."

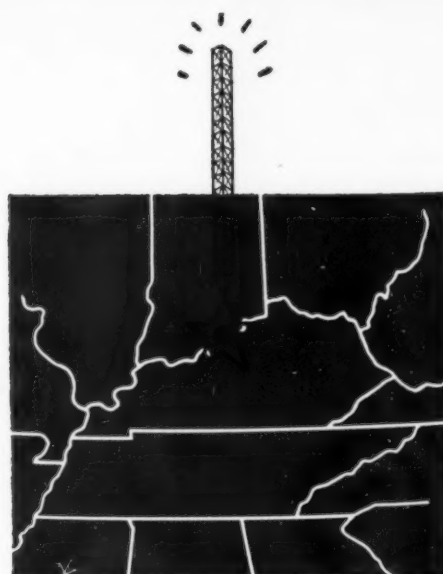
This suit was filed at the same time a cease and desist order was issued by FTC and represents co-ordinated action by Justice and FTC "in their respective spheres to promote the full enforcement of the anti-trust laws"—a trend which is likely to continue.

Another tack by the Attorney General is represented in a judgment entered in Chicago against the White Cap Co. which the Justice Department said "should put an end to restrictive practices, in part carried out under apparent color of the patent privilege."

To handle similar cases it is dredging up, the Department is planning to set up anti-trust branches at such points as Denver, St. Louis, Pittsburgh and Atlanta, in addition to its seven area offices. For this work the Department had requested \$2,400,000, Congress gave it an extra million.



Louisville, yes,



But don't miss the rest!

Metropolitan Louisville is an important part of the WHAS Kentuckiana market...BUT in terms of buying income Metropolitan Louisville represents less than one-fifth of the complete Kentuckiana market served and sold in its entirety *only* through WHAS.

**Effective Buying
Income**

METROPOLITAN LOUISVILLE . . . \$ 879,148,000
WHAS KENTUCKIANA MARKET* . . . \$4,911,325,000

● If you are selling your wares in Kentuckiana, Mr. Advertiser, don't make the mistake of limiting your advertising to Louisville. Use the station that sells for you in *all* of the rich Kentuckiana market — the station that gives you the *most for your money*... and we do mean WHAS!

50,000 WATTS ★ 1-A CLEAR CHANNEL ★ 840 KILOCYCLES

*The only radio station serving and selling
all of the rich Kentuckiana Market*

Victor A. Sholis, Director

J. Mac Wynn, Sales Director

REPRESENTED NATIONALLY BY EDWARD PETRY AND COMPANY



Reaching MORE for LESS

Buying income reached per \$1 spent for radio time (based on 8-minute daytime announcement) } WHAS . . . \$130,968,666
STATION B \$55,682,200

Ask Petry for PROOF

*The Kentuckiana Market is that market within the WHAS .5mv/m contour—with the exception of the Cincinnati and Indianapolis metropolitan areas in which WHAS claims no appreciable listenership. Income figures are from Sales Management Survey of Buying Power (Copr. 1948); further reproduction not licensed.

WHEN MOST PEOPLE THINK OF ADVERTISING,
THEY THINK OF THE SATURDAY EVENING POST

—yet everybody is an advertiser!



1. You're actually advertising every time you let a friend in on something new and better—a delicious new dessert you've discovered or a better way to clean your furniture. It's word-of-mouth advertising—a fast, easy way to pass valuable information along.

This is the third in a continuing series of advertisements explaining the fundamentals of advertising to your customers, your dealers and your employees—appearing in
THE SATURDAY EVENING POST
—the first place for advertising.



2. "Dear Gang: Thanks for the swell going-away party. Tom and I both appreciate your swell wedding present. Be sure to pass this letter along..." Yes, letter-writing is another way all of us advertise... another way we transmit information to other people.



3. The printed notice on a bulletin board of a school, church or club is also advertising. It's still another way of passing important information on to those who will stop and read your message.



4. Suppose you had a message for everyone in town. You'd probably do what your local department or grocery store does—run a paid notice in the local newspaper. In this way you would reach a lot of people within a selected community.



5. Now let's suppose you wanted to spread some information to important people everywhere. That's where The Saturday Evening Post comes in. For the people who count in every community in the U.S. are Post-reading families.

Advertising in the Post is the quickest, most effective and economical way to tell millions about the new and better products... and to explain how these products can make our lives easier and happier.

Toward a better understanding of what advertising is — and does

THE SATURDAY EVENING POST

Better than Television



"MINUTE MOVIES"

in over
11,000 Theatres
Give You All
the Advantages
of Television

PLUS COLOR

"MINUTE MOVIES", now available on regular schedules in approximately 11,000 of the 17,000 U. S. motion picture theatres, offer you not only sight, action, sound — but the fourth dimension of full rich colors that really *glamorize* your merchandise and your story.

PLUS GUARANTEED MASS AUDIENCES

"MINUTE MOVIES" are sold at a reasonable rate per *thousand attendance*. You pay only for what you get — and you *know* you are getting undisturbed audiences who in darkened theatres *must* focus their attention on a huge screen.

PLUS SELECTION OF OUTLETS TO FIT YOUR NEEDS

You can purchase "MINUTE MOVIES" nationally, regionally, or by city areas. They enable you to select your audiences to tie in with your distribution wherever you wish — and know positively that you reach them. "MINUTE MOVIES" have been carefully tested — and continuously used by some of the country's shrewdest advertisers.

Because of our many years of experience — and the completeness of our service — we have the largest file of "success stories" available anywhere on advertising motion picture shorts screened *in theatres*. If you want the facts, rates and complete information on this remarkable advertising medium, write or call us today.

Minute
Movies

GENERAL SCREEN ADVERTISING, INC.

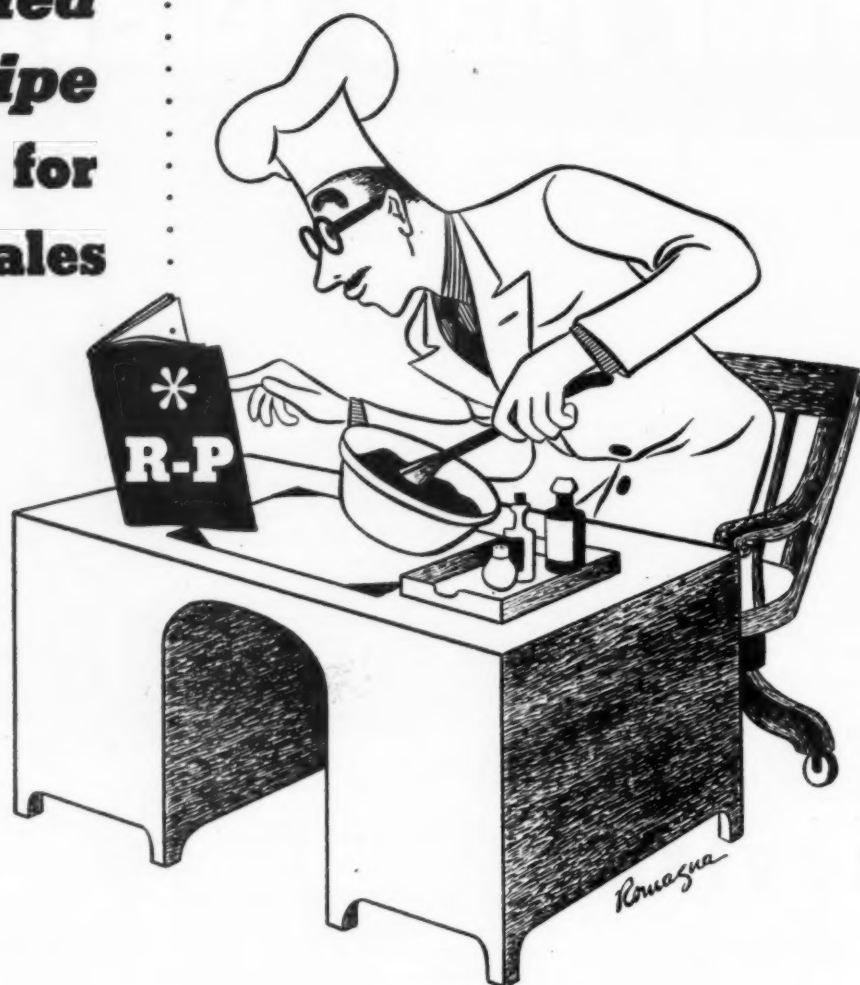
NATIONAL HEADQUARTERS FOR MINUTE MOVIES

2300 Wrigley Building, Chicago 11 ★ 500 Fifth Avenue, New York City 18

JULY 15, 1948

33

**tested
recipe
for
food sales**



Experienced home managers know there's nothing like a time-tested recipe. And wise food advertising managers know there's nothing like a time-tested medium *to increase sales in America's richest market.*

More wives in more homes in Metropolitan and Suburban New York plan the spending of *more money* while reading the Herald Tribune. The most recent Herald Tribune Survey shows that 31.9% more women seek food information in the Herald Tribune than in any other New York morning newspaper...79.1% more women than in any New York evening newspaper. This great R-P* is hard to beat!

To reach home managers whose food buying is governed by taste rather than tariff . . . *whose home-cooked food consumption was nearly one billion dollars in 1947 . . .* rely on the Herald Tribune. For more vital grocery facts write for the Herald Tribune Continuing Home Foods Study.

RESPONSE-
POWER



NEW YORK
Herald Tribune

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending July 15, 1948

MEET THE NEW COMPETITION

A recent survey made by the Federal Reserve Board on the financial status and spending plans of consumers points to an overwhelming desire on the part of Mr. and Mrs. Public for high-priced durable goods that add to comfort, convenience, pleasure or social status—even if obtaining these goods means stinting on items traditionally regarded as necessities, like food and clothing.

A new car, so a Prentice-Hall report points out, is psychologically more important to many families than shoes for father. Is that why the market for automobiles is expanding even though prices of new cars are still going up? That's why the practice of home sewing has spread rapidly, and why women are relying on blouse and skirt combinations instead of buying new dresses.

Why, did you know that we *should* be having a terrific meat crisis? If only the present amount of good meat had been available during the war years, it *would* have been considered a real crisis. Then people couldn't buy new automobiles or television sets or refrigerators and they *demand*ed choice steaks. But today automobiles are in greater demand than steaks.

It is estimated that about 17 million families last year bought automobiles, major household appliances and furniture and that more than 50% financed the purchases on a credit basis. About 3 million owners of Savings Bonds cashed *all* their holdings in 1947. Consumer credit is still expanding rapidly and will continue to do so.

This demand on the part of American families for consumer durables is having a deflationary effect on soft

goods lines, notably textile products, food and alcoholic beverages. As Prentice-Hall points out, "Sellers of non-durables will need more than lower prices and better quality to meet the competitive challenge by consumer durables. Smarter and more glamorous advertising, better retail display to catch and hold the customer's eye, more pleasant selling conditions, more attractive packaging for small items—measures like these are also vital to stimulate the urge to buy soft goods."

Wage advances are fairly general and so are price advances for durable goods, but in prices the strength in durable goods is not bolstered by speculative gains in farm products as it was last year and this suggests a reduced rate of further inflation.

Also in connection with the income situation, bear in mind that while *hourly* wage rates are up, average weekly *earnings* are down. As the pipe lines of industry become filled, overtime hours become a rarity.

"DELIVERED" PRICES

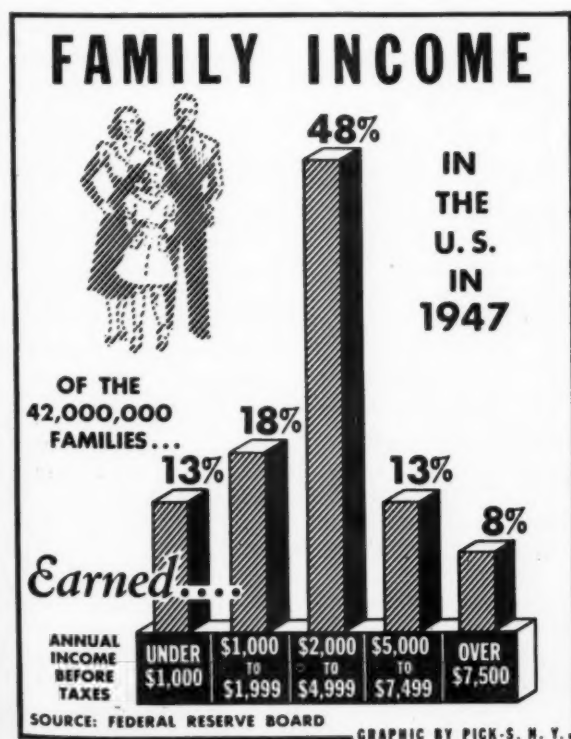
Many sales executives—judging from the SM editorial mail and bull sessions in connection with the N.F.S.E. Convention a few weeks ago—are very much worried about the Federal Trade Commission's victory in connection with delivered prices (Glucose and Cement cases). It's no wonder they are confused and worried for the FTC seems to be indulging in a double line of attack and getting cooperation from the Supreme Court.

The FTC claims that the Robinson-Patman Act is flatly violated whenever the buyer doesn't pay the actual freight charges from the plant; if he pays more it is "phantom" freight, forbidden by the Glucose decision; if he pays less, that means that the seller has absorbed the freight in violation of the Cement ruling.

When the Robinson-Patman Act first came before Congress, it contained a specific ban against delivered pricing, but Congress would have nothing to do with that phase of it and it was taken out. Now it seems as though FTC is using general language to accomplish what Congress refused to authorize the agency to do specifically.

The FTC people apparently believe quite sincerely that the elimination of what they consider to be "discriminatory" or "artificial" pricing systems will make free competition easier and ultimately will mean lower prices.

Opponents of their recent sweeping victories believe that this continuation of delivered prices will cause thousands of small firms to fold up. They argue that the small firm usually is a high cost operator and benefits from the tendency of all delivered pricing systems to set prices at a level which enables small companies to make a profit. They prosper as a result of the "umbrella" set up by the larger companies. Opponents also argue that removal of the umbrella might mean higher prices because if industry is forced to FOB-mill pricing, many of the large companies, in order to maintain present markets would scatter smaller, less efficient mills, with higher production costs, across the country.



Washington reports are that the FTC is a little bit frightened of its possibly unexpected success and even without Congressional limitations may move slowly from here on. Lawyers of many of the largest corporations are advising their clients to stand still on the ground that the worst FTC can do at the present time is to enter a cease and desist order which would not be effective as a practical matter during a court appeal and two to three years might elapse before adjustments were necessary.

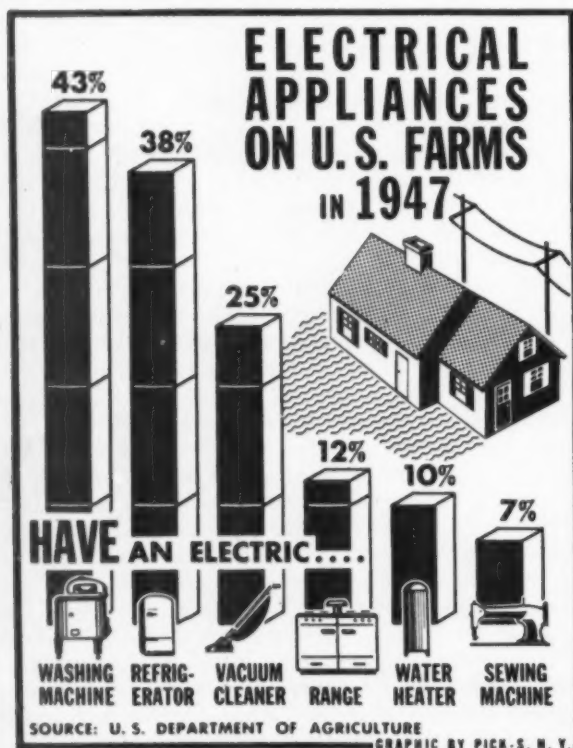
It will be interesting to see whether they continue to give this advice now that the U.S. Steel Corporation has announced that hereafter it will make its shipments FOB the mill.

"PROFESSIONALS" IN CONTESTS

Last year American national advertisers gave away something like two million dollars in contest prizes and spent a great deal more money in promoting the contests.

But neither the manufacturers sponsoring these contests nor the participants are quite happy about it. Many people with above normal intelligence and a flair for expressing themselves enter every contest and, until recently at least, they succeeded in walking away with a good share of the major prizes, even though to do this many had to use the names and addresses of other people. It seems to be true that today there are several million disillusioned contestants who believe one or more of the following: (a) Contests are not on the level and sponsors do not award all of the prizes which they announce; (b) there is a "black list" of names of contest winners and once you have won a prize from any company, you are through forever—your name is automatically eliminated; (c) you can't win a prize unless you come from the "right" state or size of city, depending on where the sponsor wishes to push his merchandise; (d) you can't win a prize unless your age or your sex corresponds to some preconceived idea of the sponsor.

Those—and they are many—who take contests seriously have formed sort of a trade association of their own which is called the National Contesters Association,



and the business has become so important that there is a flourishing monthly magazine called *Contest Magazine*.

One woman who takes the entering of contests very seriously writes me as follows:

"When they say 'anyone in the United States is eligible to enter' (excepting their own employees and advertising agencies) I feel I am invited to compete on an equal footing of the excellence of my entry regardless of my ability to earn a fairly decent living for myself, my son and my mother or my persistence in trying to win another prize from some other company. And I don't believe that they retain the mental disqualification that if they learn I like to enter any and all contests or like to correspond with other testers, I shall immediately be disqualified. And I shall go on pursuing my hobby despite the many examples that have been quoted of persons being investigated and then never hearing any further. Those to whom this has happened are certain of their viewpoint by reasoning that a company is not going to considerable expense to hire an investigator unless the person being investigated is being considered for one of the major prizes. And, later, after such an investigation, when they receive not even the most minor prizes, they can only come to the conclusion of prejudice.

"Recently, there was a huge contest sponsored by the Fiction Book Club of America which I would very much have liked to enter, but could not because of their honest statement that anyone who has won \$200 or more would not be considered for any prize whatsoever. I admire them for this forthright statement."

Many manufacturers are not quite happy about contests because they want to use contests to win new customers and it upsets them to find that a big army of professional contestants swamp them with entries which are superior to those submitted by the general run of folks who make up the great army of consumers.

SIGNIFICANT SHORTS

Fire truck sale pays off: Harry Alexander passes along a true story about a salesman for the Four-Wheel Drive Company who sold a truck the other day to the city of Fond du Lac—and received not only a good commission but a rescue from possible death. A bad fire broke out in a Fond du Lac hotel where he was peacefully sleeping, dreaming about future sales, but in a matter of minutes the fire department came to the rescue with the truck he had just delivered, and extinguished the flames a second before they reached his room.

State of the Nation: Many country clubs are having difficulty in keeping up their memberships and their income. The most frequent way out is to require each member to subscribe to a share of stock to pay off mortgages. One New York club met with great resistance to this "investment," but then decided it could get along without the assessment because its one-armed bandit slot machines turned in a neat profit of \$60,000 last year.

Travel falling off: According to reports compiled by Brooks Earning Indicator, Inc., not a single American air line had as heavy a load factor in the first four months of this year as in the same period of 1947, the average percentage being 57.8 against 64.9. However, the lines did such a good job of cutting expenses that 10 out of 16 major air carriers improved their net operating income. A careful analysis of the results show that where increases in operating revenue were shown, it was air express and air freight which were responsible.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

THE SALES BUDGET:



Blueprint For More Efficient Marketing

BY CHARLES W. SMITH • *Marketing Consultant, McKinsey & Co., Management Consultants*

In simple terms, a sales budget is a realistic projection of a company's sales plans in terms of units and/or dollars over a period not exceeding twelve months. It anticipates the where and the when of sales, and how much it will cost to get them. The making of a budget is an indispensable part of the procedure in modern management.

Part I of an article in two parts*

Potentially, the sales budget is the most effective tool any sales manager has at his disposal. Like a road map on a long sales trip, a good sales budget not only charts in advance the volume and profit objectives to be

reached, but provides signposts for checking progress along the way.

During the past 10 years—when volume in many industries has been limited only by capacity to produce—most companies have considered sales planning of secondary importance. To maintain volume and profits at current levels in a competitive market, however, sound sales planning will be increasingly important.

Since budgeting is recognized as one of the seven major functions* of the chief executive, it is surprising

that more sales executives do not recognize its importance to their own careers. Sales managers who operate with a sound sales budget not only find it relatively easy to win top management backing for their sales programs—they often are promoted to head their companies' operations. Ability to draw an action blueprint which can be used to guide and control the complex activities of a modern business enterprise is a qualification which bears a high premium in the executive market.

WHAT IS A GOOD SALES BUDGET?

In simple terms a sales budget is a realistic projection of a company's sales plans in terms of units and/or dollars over a period of time not ex-

*Part II will appear in the August 1 issue of SALES MANAGEMENT. The two articles will be combined in a single reprint which will be available through the Readers' Service Bureau at 25c a copy, on or about August 10.

* Gulick and Urwick—Papers on the Science of Administration "The major functions of a chief executive are planning, organizing, staffing, directing, co-ordinating, reporting, and budgeting."

ceeding 12 months. Of necessity, any budget is based on a set of assumptions regarding the major factors—both external and internal—which may influence the company's sales performance during the period. The detail included in the budget varies with the nature of the problems faced by the company and the degree of control management wishes to exercise over the sales program.

What a good sales budget can be is perhaps best illustrated by the following list of objectives commonly sought by management in building a sales budget:

1. Provide an estimate of total sales volume, both in units and dollars as a basis for other company budgets.

2. Define responsibility of the sales department at every operating level as a basis for evaluating performance of the company's marketing personnel.

3. Provide the production department with an estimate of future merchandise requirements by months as a basis for planning production, arranging for the purchase of necessary raw materials, and developing a stable labor force.

4. Provide the company's treasurer with a basis for estimating future working capital requirements.

5. Guide the allocation of sales manpower and provide a basis for controlling the level of selling expense.

6. Provide the basis for an effective incentive salesmen's compensation plan.

7. Provide a basis for allocating and controlling expenditures for advertising.

8. Guide the development of the company's system of distribution.

Such a budget can demonstrate the need for additional manpower or advertising required to hold or improve competitive position in specific markets. It can also provide the sales manager with a basis for judging the effectiveness of his subordinates (product managers, regional managers, district managers, and individual salesmen in the field). He is thereby able to recognize and reward outstanding performance, give personal attention and coaching where it is needed, and weed out ineffective personnel.

SOME REASONS FOR FAILURE TO BUDGET

In spite of these major advantages to be gained by effective sales budgeting, there are a number of reasons why many sales managers have yet to budget their operations.

A primary reason is that budget-

BUDGET SUMMARY: (Exhibit I) When a company has plotted its expectations for the year ahead and reduced them to figures, its staff and line work in sales can be much more intelligent, its production scheduling much more efficient and the results much more satisfactory.

ing involves reducing plans of action to writing in terms of dollars and cents. To prepare a good sales budget, a sales manager must have unusual facility with figures, or capable staff assistants to whom responsibility for preparation of the budget can be delegated.

Another important reason is that the sales budget—unlike other company budgets which deal primarily with internal factors—involves the measurement of many external factors. Because budget procedures are necessarily established by accounting personnel with little first-hand contact with external factors controlling the company's competitive position, many sales managers feel a sense of frustration in trying to comply with budget procedures. Sales estimates prepared by sales managers in such instances usually bear little resemblance to actual facts, and the budget director is forced to accept unrealistic figures because he has no basis for checking them.

Still another reason is that many sales managers do not clearly understand the significance of the sales budget to other operations of the company. For example, it makes little difference to the sales department whether a customer's order is received in January or in February so long as his purchases for the entire year are at a satisfactory level. From the production department's viewpoint, however, inaccurate sales forecasts can cause substantial manufacturing variances from standard costs, and result in either excessively

high inventories or a back-order position. An illustration of the drastic effect of moderate seasonal sales fluctuation on finished-goods inventories is shown in Exhibit II. While hypothetical, many sales executives will readily recognize a similarity of the sales curve shown to that of their own companies.

Finally, many sales managers do not realize that most of the factors which they consider to be intangible—and therefore unmeasurable—actually can be evaluated through marketing research. At the time budgetary control methods were first expounded by J. O. McKinsey in 1922, marketing research was in its infancy. The initial Census of Business was not taken until 1929, and most of the techniques of consumer research and sales analysis now available have been developed since that time. While there is still a great deal of work to be done in this field, sales managers of a great many companies could solve most of their sales-budgeting problems by employing modern marketing research techniques. These methods (to be discussed in a succeeding article) can not replace sound judgment. They merely serve to define problems in such a way that the sales manager has a better basis for reaching decisions regarding the future course of his company's business.

FACTORS INFLUENCING NATURE OF BUDGET

A sales manager who believes that sound sales budgeting can help him

MAJOR CLASSIFICATIONS	PLANNED SALES VOLUME	\$ OF POTENTIAL	ESTIMATED GROSS MARGIN	\$ OF SALES	ESTIMATED SELLING EXPENSE	\$ OF SALES
TOTAL COMPANY	\$ 10,000,000	255	\$3,000,000	305	\$1,000,000	195
PRODUCTS						
A	\$ 5,000,000	205	\$1,500,000	305	\$ 500,000	105
B	3,000,000	40	1,000,000	395	300,000	10
C	2,000,000	10	500,000	25	200,000	10
REGIONS						
EAST	\$ 5,000,000	255			\$ 400,000	85
MIDWEST	2,000,000	10			300,000	15
SOUTH	2,000,000	40			200,000	10
FAR WEST	1,000,000	20			100,000	10
CLASS OF MARKET AREA						
URBAN	\$ 8,000,000	235				
RURAL	2,000,000	12				
CLASS OF TRADE						
WHOLESALE	\$ 4,000,000	405	\$1,000,000	255		
RETAIL DIRECT	2,500,000	40	1,000,000	40		
SYNDICATED	2,000,000	10	500,000	33		
INSTITUTIONS	500,000	10	100,000	20		
EXPORTERS	1,000,000	20	250,000	25		
SALES BY SEASONS						
1st QUARTER	\$ 2,000,000					
2nd Quarter	1,500,000					
3rd Quarter	4,500,000					
4th Quarter	2,000,000					

do a better job first should check the situation in his particular company. The need for, and the nature of a sales budget will vary depending on the combination of factors which control the establishment of a sales budget such as:

1. Stage of company's development: The need for a sales budget depends to some extent on whether the company is young and growing, or old and relatively stable. The sales manager of a small, growing company may find it possible to operate with a minimum of control figures because his selling operations are necessarily opportunistic. A stable company, on the other hand, may find the job of sales budgeting rather simple, merely because the pattern of operations is so constant year by year. Most companies, however, are between these two extremes.

2. Outlook of company's top management: If a company's chief executive and its board of directors are progressive and constantly seeking to expand the company's operations, a sales budget can point up new market opportunities and disclose ways to cut distribution costs and increase competitive effectiveness. If management is lethargic, however, such information will have little real value. In the latter case, moreover, a sales manager usually finds it difficult to obtain the appropriations necessary to develop a good sales budget. In such companies, sales activities usually develop on a day-to-day basis rather than on a 12-month advance plan of action.

3. Importance of the selling function in relation to other company activities: In some companies, the

selling function is so unimportant in relation to other company activities as to make a sales budget unnecessary. When a company sells its output to a few customers, for example, there is no need for an elaborate budget. Most companies, however, have many customers, and the selling function is the heart of the company's success. In such companies, a sales budget can represent the difference between a strong, profitable business, and one that returns little to its stockholders.

4. Nature of the industry: Sales budgets are extremely difficult to develop in industries which have a high degree of volatility. In some industries (for example, those in which style or novelty is a dominant factor) demand for individual products may arise suddenly and disappear quickly. In other industries (for example, those in which business is allocated or determined largely on the basis of reciprocity) the opportunity for competitive selling is limited.

Between these two extremes, however, lies a large area of competitive business enterprise in which marketing operations are sufficiently stable to permit projection of future sales on a reasonably accurate basis.

5. Degree of company decentralization: In companies which are small and highly centralized, it is often possible for major executives of the company to effect sales control without a sales budget. Where there is any degree of decentralization (either geographical or divisional), however, a sales budget is usually needed. Such a budget not only helps management assign responsibility for the various activities necessary in a planned sales program, but also

provides a basis for securing effective co-ordination and measuring sales performance of decentralized operations.

6. Nature of company's sales organization: The more salesmen a company has, the more important a sales budget is to the sales manager. Sound sales budgeting not only discloses where additional sales manpower is needed, but also ensures that available manpower is effectively used.

7. Availability of basic facts on which to build a sales budget: The ability of any sales manager to build a sound sales budget depends, of course, on whether or not information needed for the task is available. Such information includes not only internal data, but, more importantly, external data showing market potentials and customer buying habits and preferences.

WHAT ITEMS SHOULD A SALES BUDGET INCLUDE?

Information to be included in any company's sales budget will, of course, depend on the combination of factors discussed above, and the needs of the sales manager and his chief executive. Following is a list of items commonly included in sales budgets:

1. Total sales: This is an obvious "must" in any sales budget, since it is the basis for all other company budgets.

2. Sales by products: Unless all company products are sold at a uniform rate of gross profit, the mix of sales must be planned, since it materially affects the net profit position of the company. Determining the amount of each product to be sold is also necessary as a basis for planning production schedules.

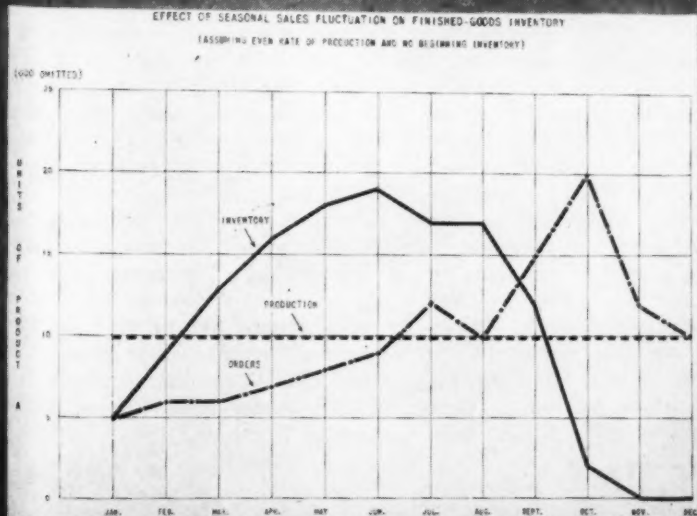
3. Sales by sales territories: The sales manager obviously should know the anticipated sales for each sales territory in order to guide sales effort and evaluate the performance of salesmen.

4. Sales by size of market area: This information is needed primarily as a check on company selling policies. Many companies unconsciously undersell certain types of market area simply because their managements do not realize that sales policies are incorrectly set to reach the particular size markets in which performance is below par.

5. Sales by class of trade: In companies which sell through a number of different channels of distribution, it is important to set volume objectives by class of trade. Distribution of selling effort to each class can thus be more closely controlled and changes in the relative importance of various channels seen more readily.

6. Sales by months: The produc-

PLOTTING THE UP'S AND DOWN'S: (Exhibit II) If yours is a seasonal business—and the majority of businesses are—you will need a chart which shows clearly the changing currents of inventory, production, and orders from month to month. This dummy chart shows how such a graph might look for a product with peak October sales.



tion department needs a projection of sales by months as a basis for planning its production schedules, and the treasurer (or controller) finds it useful in estimating future working capital requirements. This is vital particularly in industries with a pronounced seasonal sales pattern.

7. Sales by key accounts: When the volume of business sold to a small number of key accounts represents a very large share of total company volume, the volume of sales to be expected from individual key accounts should be estimated.

8. Total selling expense: Direct selling expense is usually one of the most important factors determining a company's sales volume and profits. If the amount spent for selling expense is too low, the company's competitive position will suffer. If too much is spent for selling expense, on the other hand, the company's net profit position will suffer.

9. Selling expense by territories: Every sales manager should know the ratio of selling expense to sales by territories, since there are often territories which can be classified as marginal. Whether to sell in these territories or allow them to be taken over by competitors is an important decision which should only be made by top management.

10. Selling expense by class of trade: In many companies, it is important to check the allocation of selling expense by class of trade to make sure that effort is in line with potential profit.

ORGANIZING TO PREPARE THE SALES BUDGET

In setting up to prepare a sales budget, there is often a problem of determining who should participate in preparation of the sales budget.

In most companies in which budgetary controls are employed, the chief executive designates one subordinate to supervise and co-ordinate the preparation of all budgets. This may be the controller or the director of the budget. The function of this accounting executive in connection with the sales budget is necessarily limited, since he usually has little first-hand knowledge of the factors controlling marketing activities.

For a sales budget to be sound, it should incorporate the thinking not only of the sales manager, but of his staff. The assistant sales managers, merchandise or product managers, promotion managers and the director of market research should all be given an opportunity to contribute their points of view. Wherever possible, regional sales managers' opinions should also be sought.

When there is a question of productive capacity, the chief manufacturing executive should review the sales budget before it is finally established. Before projecting a sales plan, it is important to know whether or not it is feasible for the manufacturing department to produce the necessary quantities of merchandise. Where purchasing is a vital factor in determining the amount of merchandise which will be available, the sales budget should be reviewed with the director of purchasing to make sure that the quantities called for by the budget estimates can be obtained in the open market.

Top management must decide what

the sales budget should include and assign responsibility for its preparation. Only when this has been done can the sales manager deal effectively with the problems involved in developing a sound sales budget.

Sales managers who want to be certain their houses are in order for the return of competitive selling, can take effective action now by presenting complete sales budget programs to their chief executives for approval. Aggressive, alert managements are glad to provide whatever assistance is needed to develop a good sales budget because they recognize its potential contribution to both volume and profits.

Cannibalizing Cuts Cost Of Promotional Films

Selling the pig's squeal from a commercial movie is a new kind of marketing in Hollywood. But it is being done by an old sales technique—studying the prospective customer's selling problems, to help him sell more effectively.

In the beginning, the Southern California Gas Co. built a 1,200-mile pipeline to bring natural gas from Texas to Los Angeles. Some years before, this company had made a short movie of a shorter pipeline, in California, mainly for records. But the demand for that film was surprising—it is still being shown in public schools, for teaching, and has been a very definite public relations factor.

So, it was decided to thoroughly "shoot" this Texas construction job requiring more than a year and a half of camera work, to catch exciting episodes along the route, the crossing of a river, a desert, the descent of an escarpment.

Film Cost

"Film is the cheapest thing we use," say commercial movie people. There can be no re-takes of such construction episodes. The camera has to be on the spot on a certain day—even at a certain hour—and compared with other costs, film is cheap. So Southern California Gas used plenty of it—on this picture more than 10 times as much color film as was needed for the final 30-minute "Westward Flow," which was delivered to the sponsor for public relations, advertising and other purposes. There was nine times as much film left in

the can. It would be worthless, unless "by-product" customers could be found. Polaris Pictures, Inc., Hollywood, set about selling the film to these prospects who were identified in the film itself.

Potential Customers

An equipment manufacturer might be dickering with a big customer, who was doubtful about his bulldozers standing up to hard conditions. But out of this film, that manufacturer could take scenes showing his bulldozers working under identical or harder conditions.

A contractor might be bidding on another job, and questions of speed as well as cost could come up. Again he could go back to this film for on-the-job proof.

The first by-product customer was the El Paso Natural Gas Co. which through its advertising agency, Mitthoff & White, El Paso, Tex., developed an employee training series of 10 to 15 minute films, to show operational procedures in the construction of pipe lines, the work of gathering plants that bring in natural gas from thousands of oil wells, the compressor stations that force the gas through high pressure pipe lines, and so on.

By-product films cost about one-third as much as similar films specially made. The material is there, in the excess footage. It's always from five to ten times the quantity selected for the original sponsor's film. For the by-product customer, the film is a bargain—when he is shown how to use it.

Dealer Salesmen Appraise Faults and Virtues of Their Bosses

BY PHILIP SALISBURY • Editor, Sales Management

Member firms of the Grocery Manufacturers of America and Sales Management cooperate in a survey to find out how grocery dealer salesmen like their bosses, compensation, territory setup, company policies and the like.

Deep down in their hearts, what do your salesmen think of you, the company, the policies? What might they tell an outsider they trust that they might be afraid to tell you?

Based on a study jointly sponsored by SALES MANAGEMENT and the Grocery Manufacturers of America, the average salesman might say:

"The most important attributes which I want to find in my boss are a good knowledge of the business as a whole, high intelligence, ability to lead and inspire, unflagging enthusiasm. . . . Where he is most likely to fall down is in being too detail-

minded, in not getting out in the field, in being more prone to criticize than to praise, and in taking a superior, egotistical attitude.

"I don't like either straight salary or straight commission. I want a mixture of the two, so that I may have both security and incentive. . . . I want better basic training and better continued training. . . . I want a smaller, more compact territory, and I want less paper work each day than the present average of more than three quarters of an hour."

Those are generalized highlights from the reactions of 274 grocery

dealer salesmen to a four-page list of questions prepared by the SM staff with the cooperation of staff officers and committee members of the Grocery Manufacturers of America.

As a feature of this week's convention of the G.M.A. at White Sulphur, Paul Willis, President, and members of the Merchandising Committee decided to find out how salesmen reacted to company management and policies, and SALES MANAGEMENT was asked to conduct an investigation. The questions were prepared by the writer and the mailing was made by this magazine to 1,300 representative salesmen selling to retailers whose names were supplied by 16 members. Supervision of the tabulation was under the direction of Robert Bingham, G.M.A. Research Economist.

The mailing brought a 21% return, which was very satisfactory considering that it was a four-page questionnaire. Respondents were told that it was confidential, that whatever they said would not get back to their bosses, that they need not sign their names unless they wished, but that if they cared to sign they would be sent a summary of the returns. More than 75% did sign their names.

The median age of the 274 respondents is 34, the model age group 31 to 35. The median length of service is 5 years. 90% are married.

The returns indicate that the crucial period in a salesman's life is about the second or third year with the company. During the first year he is in a wait-and-see mood. Then for a couple of years he is inclined to be critical of any and all things which seem to be retarding his progress. He either finds a way to correct them or he gets out or he becomes reconciled to them. The longer he stays with the company, the less inclined he is to be critical, which may mean that the trouble spots have been removed, or may mean that he has become a dispirited hack who goes through the motions of being a salesman but is lacking in enthusiasm and ambition. There is one other period during which the average salesman is inclined to be critical and that is the 6 to 10 year points, coinciding with an age bracket



where he is likely to have a growing family and growing expenses.

WHAT THEY THINK OF THE BOSS

The respondent was asked to give some thought to his branch manager and to rate him on various good and not-so-good aspects. First, he was asked to check the good attributes which seem to apply to his manager.

Attributes of the Manager	No. of Replies
Good knowledge of business as a whole	240
High intelligence	210
Ability to lead and inspire	207
Unflagging enthusiasm	203
Friendliness and affection	202
Ability to practice what he preaches	199
Sympathy toward man's problems	198
Good organizing ability	198
Tact	192
Willingness to get out in the field	190
Skill in selecting and training	164

He was also given a space in which to write in *other* good points which apply to his boss, and the most important write-ins were that the boss was very fair, one of the men, a good fighter for the men, an excellent salesman, one who gave a free hand and one who had an excellent personality.

A list of typical gripes was developed and the respondent was asked to check those which applied to his branch manager. 102 of the salesmen had no criticisms to offer, while 172 reported at least one gripe.

Criticisms of the Manager	No. of Replies
Too detail-minded	78
Doesn't get out in field	59
Rarely praises, always criticizes	49
Takes egotistical, superior attitude	47
Fails to make prompt decisions	47
Lacks interest in your problems	41
Plays favorites	39
Uses too high pressure	37
Won't fight for the men	32
When in field doesn't help	32
Poor trainer of men	32
Poor administrator	30

COMPENSATION

When asked how they were compensated they answered:

	No. of Replies
Straight salary	143
Salary and bonus	101
Salary and commission	15
Salary, commission, bonus	10
Straight commission	2
No answer	3

Slightly over 50% of the salesmen

working for G. M. A. members seem to be paid on a straight salary basis, while more than a third receive salary and bonus.

Does the compensation satisfy the salesmen? The answers indicate *fairly* general acceptance of the present plan, but almost exactly one-third expressed dissatisfaction.

The present methods of compensation for the one-third (96 salesmen) who are dissatisfied are:

Straight salary	71
Salary and bonus	22
Salary and commission	2
Straight commission	1

These 96 dissenters say that a better method of compensation for them would be:

	No. of Replies
Salary and bonus	42
Salary and commission	33
Commission	8
More equitable bonus than present	5
Share of profits	2
No answer	6

The above material under compensation refers to the *method* of compensation. They were then asked what they thought about the *amount* of compensation. 59% feel that they receive less than they deserve; 1% more than they deserve; 40% about as much as they deserve. These findings do not indicate any alarming dissatisfaction and are probably less likely to be significant than the criticisms of the *method* of compensation. After all, most of us feel that we are underpaid.

SOCIAL SECURITY

The respondents were asked a series of questions about benefits given them by the company. The replies in general show appreciation of what is being done to add safety and security for themselves and their families.

Do you participate in a company retirement plan?

	No. of Replies
YES	166
NO	101
NO ANSWER	7
	274

Do you participate in a group company life insurance plan?

	No. of Replies
YES	250
NO	20
NO ANSWER	4
	274

Do you participate in a company health and medical insurance plan?

	No. of Replies
YES	220
NO	45
NO ANSWER	9
	274

If you participate in any insurance listed under C-D-E, check the answer below which comes closest to your opinion and the type to which the answer applies:

	No. of Replies		
	C	D	E
I want the protection and believe the company is best able to provide it.	209	208	199
I want the protection but would prefer buying it individually.	7	12	13
I don't care for the protection and would rather have the cash to spend as I see fit.	1	—	1
No answer	57	54	61
	274	274	274

TERRITORY

Most salesmen are inclined to think that their territories are too small and to squawk when it is cut to accommodate a new addition to the sales force, but these salesmen of G.M.A. members polled a surprisingly large vote for "My territory is too large." 32% would like to have their territories cut as against only 4% who think their territories are too small.

About your territory:	No. of Replies
(a) Is it too large?	88
(b) Is it too small?	11
(c) Is it about right?	173
No answer	2
	274

TRAINING

These grocery dealer salesmen seem fairly evenly divided on whether or not the company gave them good original training and is continuing to train them for their work. The balance is favorable to the company.

Did you receive sales training from your present employer?

	No. of Replies
YES	220
NO	52
NO ANSWER	2
	274

If "yes"

(a) As to the original training the company gave you:

	No. of Replies
It was really helpful.	122
It left a lot to be desired.	49
They sent me out with practically no training.	32
No answer	17
	220

(b) As to the continuing training for your work:

	No. of Replies
They are really helping me.	124
They try, but what they give me isn't good.	7
They leave me pretty much on my own.	78
No answer	11
	220

Space was provided for additional comments under training and the more important write-ins called for: a longer training period, more variation in training, greater timeliness, more refresher courses, more training on the job and more information on how products are manufactured.

They were asked whether they attend group sales meetings, and 97% said "yes." When asked how often these meetings were held: 14 said weekly; 26 twice monthly; 42 monthly; 178 other (mostly quarterly).

When asked as to their reactions toward the group meeting: 174 said they got a lot out of them; 13 that they are a waste of time; 49 that "I suppose they are necessary, but ours could be improved a lot," while the others did not answer this question.

The most important suggestions for improvement of group sales meetings called for: elimination of irrelevancies, better planning, more constructive ideas, more opportunity for the salesman to express and discuss his ideas, greater frequency of meetings, elimination of detail, and elimination of repetition.

SUPERVISION

Only 3% of the respondents said that they did not have to make out call reports or do other paper work daily for their bosses.

When asked how long it takes each

ADVERTISING MEDIA MOST HELPFUL—UNWEIGHTED

	Company Uses	Ranks							No Rank
		1	2	3	4	5	6	7	
Consumer magazines	252	70	48	42	33	26	11	4	18
Newspapers	246	57	65	59	30	13	4	3	15
Outdoor posters	100	9	12	9	7	21	17	9	16
Radio, spots on local stations	234	25	31	33	18	10	7	2	8
Radio, network	187	79	42	31	15	5	2	1	12
Store and window displays	222	40	41	43	44	18	11	9	16
Business papers	219	8	20	36	33	39	34	23	26

day to do this paper work, the answers show:

	No. of Replies
Less than 10 minutes	6
10-19 minutes	33
20-39 "	88
40-59 "	58
More than 1 hour	74
No answer	15
	274

Of those who answered this particular question, 37 said that they did this paper work on the job; 154 at home; 71 both at home and on the job.

SALES CONTESTS

Contests seem to be fairly popular among grocery manufacturers since 69% report that their companies hold sales contests. When asked how often, these 189 salesmen answered:

	No. of Replies
One a year	33
Twice a year	52
Quarterly	36
Monthly	25
Other	29
No answer	14
	189

More than half of these salesmen showed enthusiasm for contests, with 56% saying that they get a kick out of them, 27% saying, "They are so-so," and only 17% said, "I actively dislike them."

EXPENSE ALLOWANCES

This was a rather touchy question to bring up because it might be ex-

pected that most salesmen would feel that their expense allowances are too low, just as the majority felt that they were receiving less in salary and commission than they deserve. Surprisingly enough though, a high majority reported that the allowance is satisfactory when asked "How does the company treat you in the matter of allowable expenses?" The detailed answers follow:

	No. of Replies		
	Meals	Auto	Out-of-Town
Allowance much too low	31	18	17
Allowance a trifle too low	45	29	40
Allowance satisfactory	174	194	184
No answer	24	33	33
	274	274	274

ADVERTISING AND PROMOTION

The salesmen were asked this: "Your company uses advertising to help you and your dealers sell more merchandise. Please check the major advertising mediums your company uses, and then rank those as to their value in your territory." The replies were as shown above in the box.

These raw figures may be somewhat confusing because of the variation in the "Company Uses" column. With 100 companies using outdoor posters and 252 using consumer magazines, one cannot expect as many number one rankings for outdoor posters as for consumer magazines. Therefore, SM worked out a weighted system whereby a first place ranking was given 7 points, a second place ranking 6 points and so on down to a 7th place ranking media which received only 1 point. Potentials were set up for each type of adver-

tising media based on the number of points each one would receive if every respondent gave it a first place ranking. 252 salesmen reported, for example, that their companies used consumer magazines and if each salesman had ranked consumer magazines as being number one in value in his territory, there would have been 252 times 7 mentions for consumer magazines or a total of 1,764.

The table below shows the mentions when translated to this weighted basis, with potential and the % of potential shown at the end.

The salesmen's evaluation of the 7 types of media is as follows:

1. Network radio	79.4
2. Consumer magazines	69.7
3. Store and window display	64.2
4. Newspapers	52.5
5. Business papers	45.3
6. Outdoor posters	44.9
7. Radio, spots on local stations	39.4

Do these percentages represent an accurate evaluation of the worth of each medium to the salesmen—or do they reflect oversights or lack of skill on the part of management in merchandising to the salesman what is being done for him? A Standard Brands salesman, for example, is well aware of the Charlie McCarthy program. It has been going on for years and he probably listens to it every Sunday night. But does he know precisely when and where magazine ads appear or the details of the more involved newspaper and spot radio campaign? Has he been told precisely where outdoor posters advertise his products in his territory, what is being done for him in the business

papers of the grocery field? It is very doubtful that many of the 274 salesmen have a clear picture of what the company is doing in business papers to gain acceptance and goodwill. The high rankings for story and window displays is not surprising. Most of the companies for whom the respondents work spend sizable sums in packaging and display pieces, display racks, shelf strips and the like, and the salesman knows about this campaign because he shares responsibility for getting the material used.

HANDICAPS TO GOOD PERFORMANCE

The \$64 question was saved to the last. The salesmen were asked whether or not they are able to do their most efficient job under present conditions and, if not, to explain what factors, within the company's control, are cutting down their efficiency. Slightly more than 50% of those who answered this question (136 versus 132) blame the company for lack of complete efficiency. An interesting deviation shows up when the answers are broken down by age and by length of service with the company. The answers reveal that the greatest amount of disfavor is to be found among salesmen of 26 to 35 and with two to three years of service. Another "dangerous age" is with the men with six to ten years of service. In both of these groups, dissatisfaction runs well above the 50% mark, for reasons which were hinted at in the introductory remarks.

When asked to explain the factors which are cutting down efficiency, "too much work" was mentioned about as often as all other factors combined with "too much paper work," including surveys, and "terri-

tory too large" being the most important gripes. Too much miscellaneous detail, too many calls per day, too much display and service work were other frequently mentioned criticisms.

Next in importance was criticism of the company's advertising or promotion policies, with "inadequate or misdirected advertising" most serious, followed by "too little local advertising," "tries to promote too many products at once," "poor packaging."

The third most important criticism "lack of cooperation and bickering between departments of the company's business, such as accounting and credit," followed by inefficiency or lack of cooperation on the part of brokers and wholesalers, and slow delivery of merchandise.

Almost as important was criticism of the company's policies regarding pay, such as inadequate pay or allowances, too frequent changes in the base, lack of recognition, a distrustful attitude toward the salesmen.

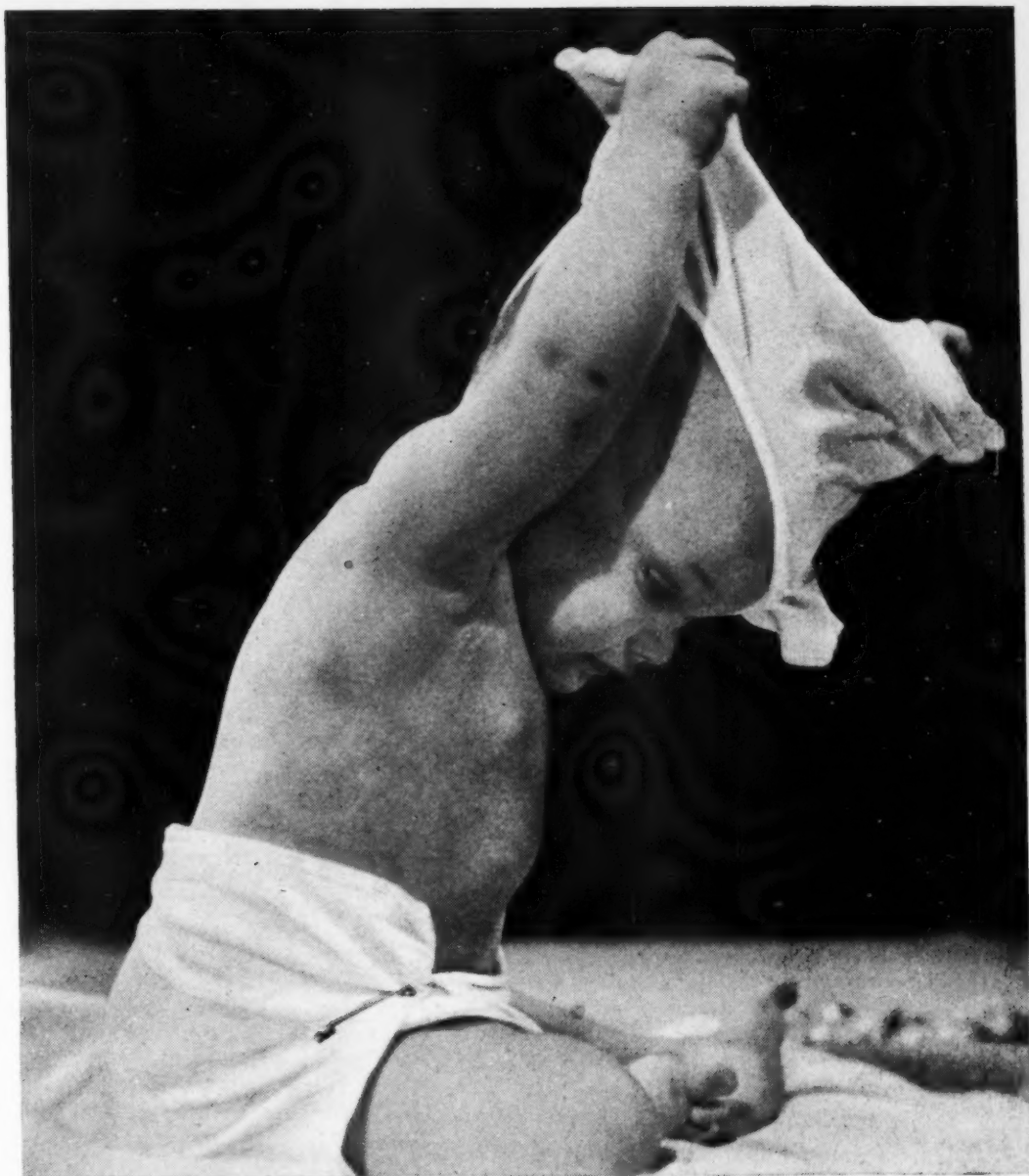
Minor criticisms were directed against methods of distribution, such as selling to both wholesalers and retailers, a price policy which changed too often or was not really competitive, and short supply of merchandise.

ADVERTISING MEDIA MOST HELPFUL—WEIGHTED

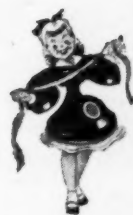
	Consumer Maga- zines	News- papers	Outdoor Posters	Spot Radio	Network Radio	Store & Window Displays	Business Papers
Ranked 1	490	349	63	175	553	280	56
" 2	288	390	72	186	252	244	120
" 3	210	295	45	165	155	215	180
" 4	132	120	28	72	60	174	132
" 5	84	39	63	30	15	54	117
" 6	22	8	34	14	4	22	68
" 7	4	3	9	2	1	9	23
Points	1,230	904	314	644	1,040	998	696
Potential	1,764	1,722	700	1,638	1,309	1,554	1,536
Percent of, Potential	69.7	52.5	44.9	39.4	79.4	64.2	45.3



SALES TAG CAMERA: Which is the camera, which is the new Bell & Howell informative tag? The tag, in effect a small illustrated booklet die cut to the outline of the camera, is at the left. The tag provides information for the camera's owner and it also serves as a brief "refresher course" for retail salespeople.



We've outgrown the old size, too



The telephone facilities that seemed big enough before the war are not nearly big enough for now. So we've been hard at work on our biggest expansion program.

Just in the past year, we started work on 1500 new telephone buildings or additions to present buildings. In the three years since the war, we've added nearly 9,000,000 new Bell telephones. And still more are needed!

It shows how the Telephone Company must keep growing to meet your needs. To serve a nation like ours, the Bell System can never be too big.

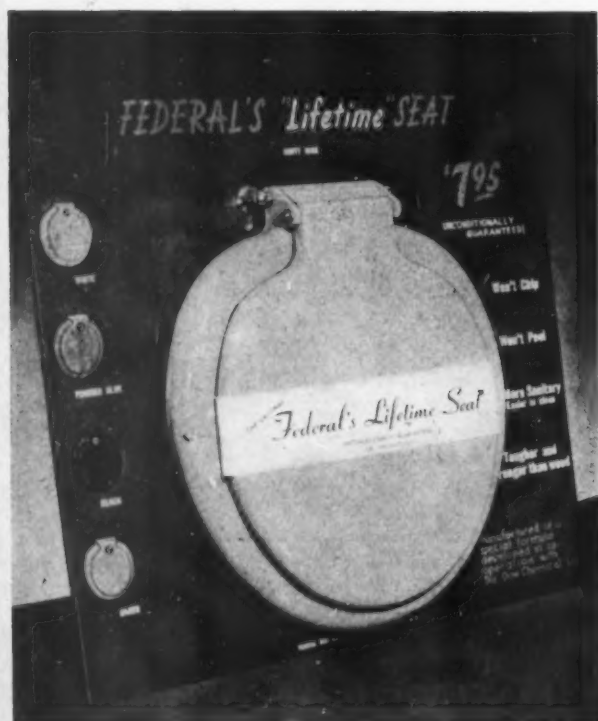
We're going full speed ahead with this expansion program so that everybody, everywhere, can have more and better telephone service than ever before.

BELL TELEPHONE SYSTEM





◀ **PRE-TEST:** Eighty giant size Perk dog food cans are on test in the Chicago area. If successful, cans will be used in other major markets. The sign, enamel, in color, is made by Briggs Outdoor Advertising Co.



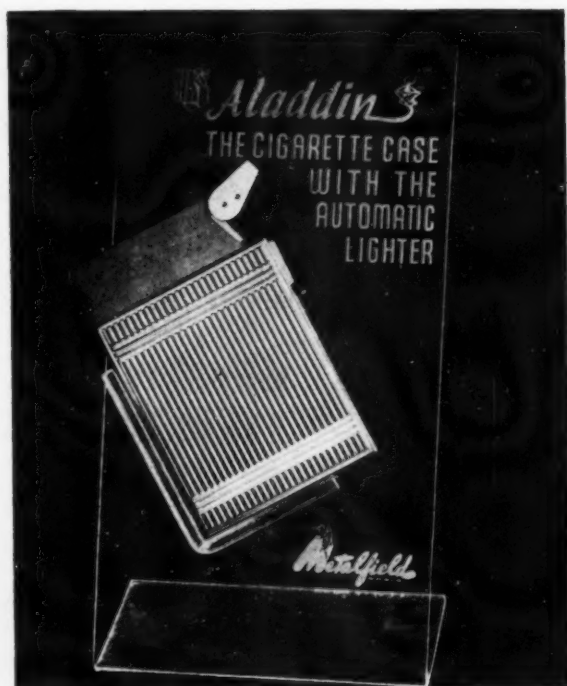
▲ **ALWAYS THERE:** Federal Seat Corp., Long Island City, N. Y., supplies its counter display to plumbing and hardware dealers and department stores without charge with certain size order. Made by Woodcraft, Inc., this display is about two feet square. Miniature seats are on the left and sales features are on the right.

▶ **EASEL-TYPE:** Amer-Mill Fabrics, produced by American Silk Mills, New York City, are displayed on this Lucite point-of-sale piece furnished free to retailers. Designed by Lois Ullman, American's Fashion Promotion Director, and produced by Vargish & Co., this display is 18 inches square, has 16-inch slots top and bottom through which fabric may be threaded. Behind face of unit is device which holds reprints of Amer-Mill advertising, and a pattern poster. Both fabric and poster are behind the Lucite.

Close-Ups of Permanent Displays



► **REPETITION:** Union Oil Co. has 3,000 of these plain signs on the West Coast. They're five feet in diameter, mounted on five-inch poles 21 feet above the ground. Color scheme is blue against orange field. Union Oil worked out the design. Electrical Products Corp. makes them. Union Oil owns the signs, installs and maintains them. Dealers pay only the light bill.



▲ **COUNTER DISPLAY:** Dealers, chiefly jewelers, make effective use of this three-dimensional display put out by Metalfield, Inc., Milltown, N. J., and made by Almac Plastics, Inc. It's nine inches high, and $4\frac{7}{8}$ inches wide. Arm holding lighter projects outward $1\frac{1}{4}$ inches. Advertising copy is silk-screened to plastic background, with lettering in gold color.

► **DOMINANCE:** To stimulate impulse purchase of Tendermint, Clark Bros. Chewing Gum Co., Pittsburgh, is placing this display in railroad terminals and airports. Made by Diorama Corp., the display is 4 by 7 feet, the gum package itself being five feet long, molded of clear plastic and lighted from the inside. Leaves are metal, painted green.



Should We Tackle Television — Now ?

BY MORT HEINEMAN • Vice-President,
Franklin Bruck Advertising Corp.

An agency man offers six criteria which can be helpful in guiding your judgment about getting into America's newest advertising medium. He includes some estimates of sets presently in use, together with their locations.

The Advertising Manager's phone rang sharp and clear. He picked up the receiver to hear the gruff tones of Mr. Big in one of his famous off-the-cuff declarations: "What are we doin' about television, Charlie? I hear it's growin' like a weed, and we oughta get in on it before it's old hat. You know this company prides itself on being on its toes, etc., etc. . . ."

What should Charlie, the Ad Manager, say to the Boss? Should he talk him out of it with facts and figures? Or should he cluck-cluck obediently and put the heat on his agency to get into television pronto?

Television is still at the stage where it's considered the progressive thing to try, the interesting gamble in

which to spend 20 or 30 thousand dollars just to see what happens.

Actually, you have the same problem that Charlie has. This is as good a time as any to examine your product realistically, and analyze whether you should use television *now*, or put it off for awhile, perhaps forever.

First, here are a few brief facts in the quickly-changing television picture:

Sets in use—nearly 400,000.

Rate of installation—about 50,000 monthly.

Sets by end of 1948—almost 800,000.

Number of stations—over 30.

Stations by end of 1948—close to 70.



FROOF POSITIVE: Is this Croton watch really waterproof? Prospects can see for themselves that the answer is "yes." Products requiring novel demonstration should be first to exploit television.

Location of stations—strongest in Metropolitan areas on Eastern seaboard, Middle-West Chicago area, and Southern California.

These figures are obviously oversimplified. Any company seriously interested in television will have to dig into the matter much more thoroughly to get a real understanding.

But the big problem is, "Which products and companies are the most logical ones to use television—which ones can safely put it off for the time being?"

Here are some yardsticks for the hard-headed sales manager who faces this problem:

1. What *type* of product is best suited to television?

Can it be *demonstrated*? The higher the demonstration value, the more impact the commercial message will have. Articles with *low* demonstration value include coffee, most ready-to-eat foods, candy, cigarettes, etc. Articles that rank *high* are electrical appliances, autos, fashions, etc.

2. What *class* of users does your product sell to?

Must it be sold to the masses in *quantity*? If so, television just isn't ready for it yet. If all goes well, there'll be 800,000 sets installed this year, but that still doesn't make much of a dent in the national market of over 40 million families. Therefore, makers of soaps, aspirin, facial tissues and a host of "mass-used" products can wait until television matures—until more sets are in use. But the makers of fur coats, furniture, silverware, and watches—especially those with features that can be illustrated in action—have a ready-made medium ideally equipped for their use right now.

3. What is the ideal *price range* for a televised product?

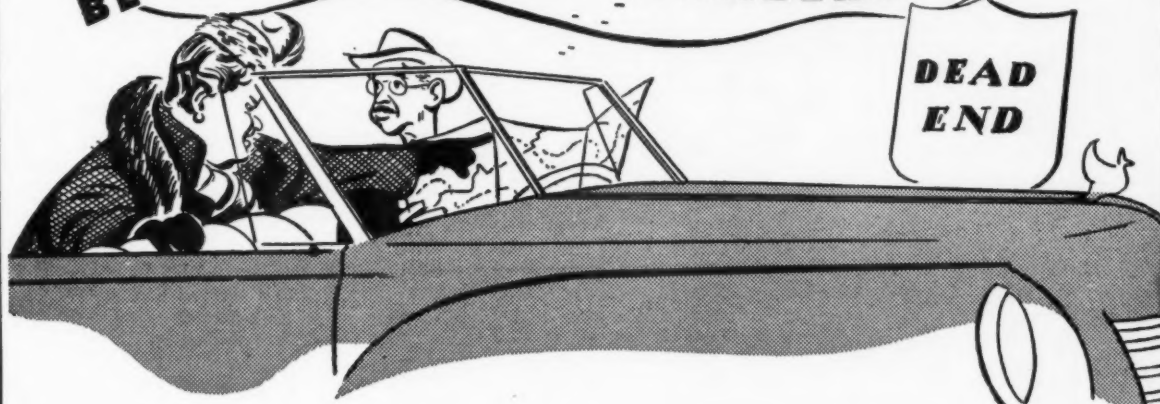
Does your product sell for 25c, or for \$25? Generally speaking, the higher price the product, the safer for television. That's because it's easier to achieve an impressive sales total composed of \$25 units, than it is of 25c units. Television just hasn't got the *mass* of listeners yet, to justify its cost in traceable sales of small-unit products.

4. Where is your product *distributed*?

Is its primary market in big cities, or in smaller or rural places? If it isn't the former, forget about television for some time. Television is practical only in a handful of big cities right now, particularly New York. The list will grow, but it will take some months. According to

SALES MANAGEMENT

BE SURE OF YOUR NUMBERS...



when you figure coverage of America's THIRD LARGEST city and town MARKET

*Investigate . . .
don't Speculate*

Collier's — Life — Satevepost — American Weekly — This Week — LHJournal — Good Housekeeping — WH Companion — McCall's . . . Space-buyer's dream of a perfect list! It delivers millions of circulation . . . yet it misses in America's **THIRD LARGEST** city and town market!

Hasty analysis of circulation reports may lead you to credit such a list with True Small Town market coverage . . . comparable to that provided in URBAN markets.

Actually . . . of their circulation in towns under 1,000 population only $\frac{2}{3}$ goes to True Small Towns. The other $\frac{1}{3}$ goes to Suburban Small Towns.

GRIT provides more coverage than any of these publications in this market of 3,300,000 FAMILIES . . . representing 12%, or 1 out of 8 of all city and town families.

U. S. CITY AND TOWN MARKETS

UNDER METROPOLITAN DISTRICT INFLUENCE

PLACES OVER 500M POP. 6.2 MILLION FAMILIES
PLACES 100M TO 500M POP. 4.3 MILLION FAMILIES
PLACES 25M TO 100M POP. 3.0 MILLION FAMILIES
PLACES 10M TO 25M POP. 1.2 MILLION FAMILIES
PLACES 2.5M TO 10M POP. 1.2 MILLION FAMILIES
PLACES 1M TO 2.5M POP. 0.5 MILLION FAMILIES
PLACES UNDER 1M POP. 1.5 MILLION FAMILIES

CIRCULATION COVERAGE PROVIDED BY THE 9 URBAN PUBLICATIONS

COVERAGE	159%
COVERAGE	144%
COVERAGE	142%
COVERAGE	143%
COVERAGE	148%
COVERAGE	163%
COVERAGE	84%

BEYOND METROPOLITAN DISTRICT INFLUENCE

PLACES 25M TO 100M POP. 1.2 MILLION FAMILIES
PLACES 10M TO 25M POP. 1.7 MILLION FAMILIES
PLACES 2.5M TO 10M POP. 2.5 MILLION FAMILIES
PLACES 1M TO 2.5M POP. 1.3 MILLION FAMILIES

CIRCULATION COVERAGE PROVIDED BY THE 9 URBAN PUBLICATIONS

COVERAGE	158%
COVERAGE	148%
COVERAGE	134%
COVERAGE	120%

AMERICA'S THIRD LARGEST MARKET I

PLACES UNDER 1M POP. 3.3 MILLION FAMILIES
--

COVERAGE ONLY 59%

Add GRIT . . . and coverage is increased to 71%

WATCH FOR THE 1948 GRIT READER SURVEY . . . OUT SOON



S.T.
Tells the Story
Ask GRIT for it



GRIT PUBLISHING CO., WILLIAMSPORT 3, PA.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY . . . with more than 650,000 circulation

Television April 1, 1948, here at right is the list of cities and number of sets.

5. Does television have *merchandising* value as far as your trade is concerned?

Most dealers don't see television programs at present, and when a dealer can't see or hear your advertising, it usually has dubious merchandising value. But there are two points to remember in this connection. First, video advertisers constitute a sort of royal family of advertising at this stage. Dealers seem to be impressed even though they don't see the advertising. Second, television is apt to pull a sharp response from consumers so you had better notify the trade about your program. The experience of a leading tire company serves as a warning. The company advertised a new kind of tire. Dealers began to get calls for the new product almost immediately. Dealers had not been told about the television advertising and were not prepared to fill all orders. Customers came in and announced that they wanted the tires advertised on the television show. There buyers were the first intimation the dealer had that there was such a tire.

TV SCOREBOARD

Area	Total Receivers
Baltimore	8,500
*Boston	2,200
*Bridgeport	400
*Buffalo	1,000
Chicago	17,700
Cincinnati	6,000
Cleveland	3,600
Detroit	8,900
Los Angeles	23,000
Milwaukee	2,600
*New Haven	700
New York (N.J.-Conn.)	175,000
Philadelphia	32,000
*Richmond	1,000
*Salt Lake City	400
Schenectady-Albany-Troy	2,550
St. Louis	6,200
St. Paul-Minneapolis	350
*Toledo	600
Washington	11,000
	303,800
Unreported	40,200
TOTAL RECEIVERS	344,000

* Cities without TV service.

6. If your product's not really right for television *now*, should you still make some tests?

You'll never have a better chance. If you seriously think that television may be your proper medium in the future, by all means invest the money in test programs *now*. Television costs are very low today. Time costs are negligible and even program costs are at a minimum if you buy an "established" show. Some stations even offer to share program costs on a 50-50 basis with the advertiser, just to get him started.

All-in-all, the present television set-up is worth some serious thought. So close the door to your office, open your mind to the future, and assume Rodin's classic pose. While you're crystal-balling, note these statistics of future television set use which were mentioned at the Radio Manufacturers Association meeting in Chicago:

Expected Television Sets in Use
 By end of 1949 — 2,470,000 sets
 By end of 1950 — 5,270,000 sets
 By end of 1951 — 9,000,000 sets
 By end of 1952 — 13,500,000 sets

If these figures prove accurate, almost *one-third* of all American families will be television devotees in the short space of only four years!

**"Overnight Delivery
via**



... means **Quicker Profits**"
 says **CANNON SHOE CO.**

"For example, we fill in shoe sizes and styles for our Detroit retail outlet overnight via Capital Airfreight—resulting in quicker turnover of a carefully planned inventory and that's the way to profit-merchandising!" says Fred G. Stroh, Traffic Manager, Cannon Shoe Company, Baltimore, Md.

Yes, fast Capital AIRFREIGHT helps Cannon Shoe Company reduce markdowns, operate with smaller inventories, turn stock faster, control prices, cut warehousing and storage costs, and thus keep profits up! Why not find out how Capital AIRFREIGHT can help you? Call your Capital Representative or write to:

National Airport
Washington 1, D.C.

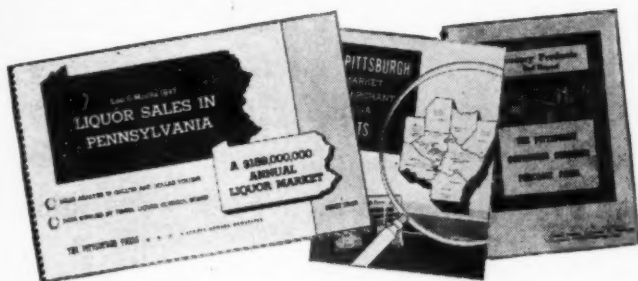
Capital
AIRLINES

SERVING 70 IMPORTANT CENTERS OF COMMERCE, INDUSTRY AND RECREATION

3 FACTS

YOU SHOULD KNOW ABOUT THE PITTSBURGH PRESS MARKET

FACT 2. THE PRESS'S INTIMATE KNOWLEDGE OF THE MARKET IS YOURS FOR THE ASKING



Your Press Representative has carefully prepared, factual market studies for your use. Like these:

Liquor Sales in Pennsylvania.

Grocery Products, reports from the Pittsburgh Continuing Consumer Purchase Panel conducted by the Retail Bureau of the University of Pittsburgh.

Clothing and House Furnishings, reports from the Panel. **18 Grocery and Miscellaneous Commodities**, a home inventory study of the Panel.

1947 New Passenger and Commercial Car Sales in Allegheny County.

1947 Advertising in Pittsburgh Newspapers.

Newspaper Reading, a special study of newspaper reading habits.

Pittsburgh Facts, a market data round-up.

Special Studies of Loans and Banking; Charge Accounts; Bread; Furniture; Junior Miss Dresses; Grocery Buying; Fresh Milk; Vacations.

If you want other information about your specific market in Pittsburgh, call your Press Representative.

Represented by the General Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York City. Offices in Chicago, Cincinnati, Detroit, Fort Worth, Philadelphia, San Francisco.



FACT 1. IT IS A GOOD MARKET



Effective buying income per family is high. In Pittsburgh, the family income average is 54% higher than the national average. In Allegheny County, it is 37% higher.

Measured against all counties, Allegheny County ranks . . .

6th in General Merchandise Sales

6th in Food Store Sales

7th in Retail Sales

7th in Effective Buying Income

Source: Sales Management Survey of Buying Power, 1948.

FACT 3. THE PRESS IS PITTSBURGH'S NO. 1 NEWSPAPER



The Press has greater circulation than any other newspaper in Allegheny County and in the 8-county Retail Trade Area where 4/5 of the Pittsburgh Market's money is spent.

The Press consistently covers 7 out of 10 of all Metropolitan Pittsburgh newspaper readers.

Because of its concentrated circulation, and its high readership, The Press for 40 years has held a dominant lead in advertising lineage over all other Pittsburgh newspapers. Last year the evening editions alone of the Press carried five million lines more than any other Pittsburgh daily.

Write, wire or call your Press Representative for more information about the newspaper with the habit of producing results.

The Pittsburgh Press

NO. 1 for MARKET FACTS too!

Ask for a ROOM with TELEVISION!



Television sets, with FM-AM radio reception, are ready to welcome you in 100 New Yorker bedrooms and suites. You can now enjoy a "front row" seat for televised sports and entertainment or relax to fine FM radio programs, in the privacy of your bedroom. Experience the pleasurable comfort and service at The New Yorker. And, for an additional charge, enjoy a room with television!



At 16, James Bateman, junior in the Central High School, Peoria, Ill., winner of the \$500 first prize in the Second National High School Essay Contest, sponsored by the Advertising Federation of America, is an old hand at sales and advertising. He's been sales manager for Junior Achievement's Big Four Broadcasting Co. and errand boy for a grocery. Young Bateman is majoring in mathematics, but his ambition is to become a radio salesman.

Bateman took top honors in a field of 30,000 entrants in the AFA essay contest among high school students in cities with affiliated advertising clubs. Oscar D. Mardis, past president of the Advertising Club of Omaha, was chairman of the national committee conducting the contest for AFA.



Better Life for All? Prize Essay Tells How

It's the top winner in the second annual essay contest sponsored by Advertising Federation of America to develop interest among students in the economics of advertising.

"How Advertising Helps to Raise Our Standards of Living." By James Bateman

What makes a better standard of living? We might say that there is a better standard of living if . . . there are more jobs, if . . . the general welfare is bettered, if . . . there is greater circulation of the dollar. Does advertising do these things?

Advertising Creates Jobs

Since advertising causes people to buy, it calls for greater production of the products advertised. The manufacturer uses mass production to increase his output. This creates jobs and many people are employed.

Therefore, advertising creates jobs. The public is educated in health through advertising. The public learns to choose wholesome foods, arrange proper diets, and take vitamins when needed. Parents are taught child care and to select good baby foods. The public is taught the advantages of glasses and is urged to wear them when needed. Through the advertising of soaps, tooth-pastes, washing powders, and plumbing and laundry fixtures the public is trained

in habits of cleanliness. The public learns the best ways to keep itself clean and healthy.

Therefore, advertising brings about better health.

Through advertising the public is informed of new inventions such as plastics, phonographs, and electrical appliances. Thus the public knows what to expect of products they wish to purchase and desires the latest and most modern improvements.

Therefore, advertising brings about greater knowledge of new things.

The Better Life

Advertising also creates a desire for beauty. Through advertising people desire better clothes, furniture, and homes. They try to keep their environment more beautiful with paint, well kept lawns, and shrubbery. People try to keep themselves looking better groomed through the use of cosmetics, charming clothes, and general neatness.

Therefore, advertising brings about greater beauty.

Advertising encourages travel, hobbies, and greater reading of books. Also it points out the best means of

SALES MANAGEMENT

accomplishing these things.

Therefore, advertising brings about self improvement of the average person.

Insurance is advertised and people are urged to buy it to protect themselves and those dear to them in case of misfortune or as a means of saving money. Also people are urged to use banks in which to store their money safely and earn interest on it.

Therefore, advertising educates for protection and security.

More Competition

Because advertising helps create competition between manufacturers, they strive to make better products . . . at a lower cost to the public and themselves. In order to accomplish this they must have greater efficiency and try to decrease waste of both labor and materials. Also the manufacturer tries to better his product by making improvements on it through research and experience. He knows that if he can make a better product at a lower cost, advertising will sell it.

Therefore, advertising creates competitive foresight.

Since advertising causes more buying and increases business . . . advertising creates greater and faster circulation of the dollar.

Advertising establishes in the public mind standards of quality for staple articles. Through advertising the public learns to demand only the best. This helps prevent purchase of products of inferior grade.

Therefore, advertising establishes standards of quality.

Provides Entertainment

One of advertising's greatest services is the entertainment it makes possible. Advertising is the backbone of radio. Comedy, excitement and general entertainment are almost entirely supported by the advertisements placed on them. If there were no advertisements in the newspapers, it would be necessary to charge a price so great that many people would not be able to enjoy their benefits.

If there were no advertising, these sources of entertainment and news would fail.

Every one of these services performed by advertising is of the utmost importance to every person. They show that advertising makes the life of John Q. Public better and more enjoyable. If advertising were to disappear from the earth, we would lose one of our greatest benefactors.

Therefore, we can conclude that advertising does raise our standards of living.

JULY 15, 1948

SIoux CITY, IOWA

SECOND

*City in the nation
in Family Buying
Income*

THIRD

*City in the nation
in Per Capita
Buying Income*

* Copyright 1948. Sales Management's Survey of Buying Power. Further reproduction not licensed.

The Sioux City Journal

JOURNAL-TRIBUNE

SIoux CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JAWN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco

CAMPAIGNS AND MARKETING

Six-Ply Promotion

A new six-ply national advertising program consisting of campaigns on the complete Hotpoint line, as well as the dishwasher, Disposall, water heater, refrigerator, and range, is being directed toward dealers, builders, home economists and consumers to support the company's managed marketing and merchandising program, according to Edward R. Taylor, manager of merchandising.

Prominent national business and consumer magazines this year will carry \$2,000,000 worth of Hotpoint advertising, Mr. Taylor says, adding that the program will profit the dealer by reducing sales costs, by pre-selling the consumer, and by making direct sales effort more productive and less expensive.

A new approach to dishwasher advertising will emphasize relief from hard labor. Typical themes which will appear in future dishwasher advertising are: "You have 340 tons of dirty dishes waiting for you," and, "Believe it or not, this woman is washing dishes." Water heating advertising based on the theme, "Magic Circle Heat," has been effective in rapidly stepping up sales of this appliance, Mr. Taylor states.

The Disposall advertising will be

built around demonstration and education aimed at dealers, plumbers, city officials and homemakers. The EG-8 two-zone refrigerator appears in national magazines.

Mr. Taylor points out that the company's current advertising program is the outgrowth of a policy begun in 1904 when Hotpoint became the first appliance manufacturer to advertise in a national magazine.

Telex "99"—National

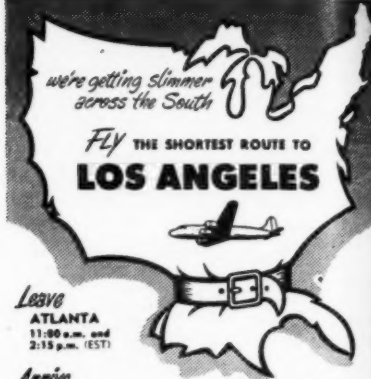
Telex, Inc., Minneapolis, Minn., manufacturer of hearing aids and electro-acoustic equipment, is launching an extensive national newspaper and direct mail campaign to introduce its new one-piece hearing aid, the Telex "99."

Scheduled in newspapers throughout the country will be 1,000-, 500-, 300-, 140-, and 56-line insertions disclosing the development of the instrument which is described as having, for the first time in the industry, a receiver that can be worn inside the ear opening.

The principal mailing piece to prospective users of the new aid is a broadside simulating in makeup and content an eight-column newspaper page, and spotlighting the basic improvements in hearing aid design and

we're getting slimmer across the South

Fly THE SHORTEST ROUTE TO LOS ANGELES



Leave ATLANTA
11:00 a.m. and 2:15 p.m. (EST)

Arrive LOS ANGELES
7:45 and 11:20 p.m. (PST)

To San Francisco:
Leave Atlanta 3:30 a.m., arrive 4:25 p.m.

PHONE CALHOUN 6611
87 Forsyth St., N.W.
Or Your Travel Agent

AMERICAN AIRLINES and Delta AIR LINES

JOINT LINEAGE in Southern newspapers campaigns for air lines joined to shorten airtime across southern states.

manufacture that are incorporated in the Telex "99" and in the "1700," which is intended for the extremely deafened.

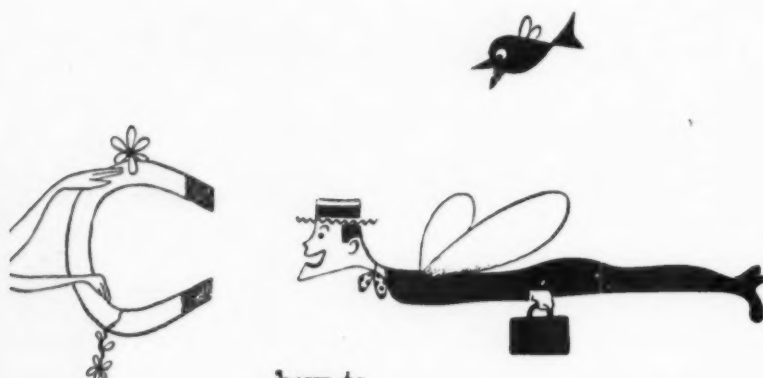
Copy emphasizes the comfort, beauty and electronic achievements of the new instruments. In addition to featuring the smallest receiver, the advertising plays up the first commercial use of plastics as the base for the sensational printed circuit, which made possible the development of the proximity fuse of World War II.

Telex Hearing Centers are located in more than 250 cities in the United States and Canada, and distributors are located overseas in Europe, Latin America, Australia, South Africa, and the Orient.

For Dawn Belles

"Beauty in the Morning" is the name of a cosmetic product just introduced by Universal Laboratories, Inc., New York City. Not only is the product new, the selling campaign behind it is also new. Advertising is based on the theme that women should be as dainty and attractive in the morning at the breakfast table as they are when their husbands come home in the evening. Cole and Chason Advertising Co., New York City, is the agency. Thus far, there is distribution only in New York City and Chicago. Copy is appearing in local media, such as *The New Yorker* and *The News* in New York City, and in the *Chicago Tribune*. As distribution widens, other media will be used.

In the past Universal Laboratories has won wide acceptance for Djer-Kiss and other low-price cosmetic



how to
bring your
man
straight home
at night

BEAUTY remembered brings this homing pigeon home in "lighter-touch" advertising for all-in-one facial, "Beauty in the Morning," Universal Laboratories, Inc.

K. S. SELLOGRAM

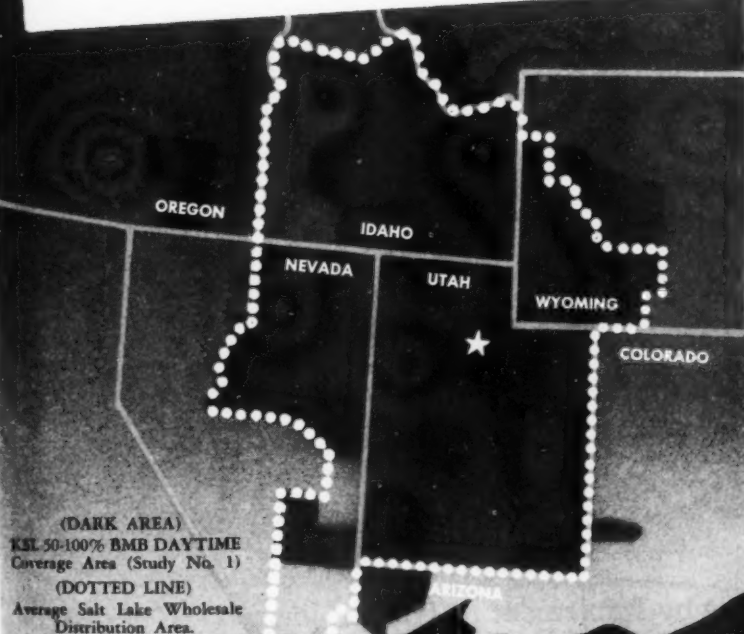
KSL DAYTIME MARKET RANKS AMONG
7 TOP U.S. CITIES IN POPULATION.

KAY S. SELL

City Populations†

- (1) New York - - 7,871,000
- (2) Chicago - - - 3,600,300
- (3) Philadelphia - 2,115,000
- (4) Los Angeles - 1,921,200
- (5) Detroit - - - 1,921,000
- (6) Baltimore - - - 1,007,200
- (7) KSL DAYTIME
AREA - - - 987,500
- (8) Cleveland - - - 963,400
- (9) St. Louis - - - 906,200

†1948 Sales Management Survey
of Buying Power



ONE MILLION PEOPLE LIVE WITHIN THE
SALT LAKE WHOLESALE DISTRIBUTION
AREA, which coincides almost perfectly with
KSL's 50-100% BMB Daytime Coverage Area.
And of these million people, MORE ACTUALLY
LISTEN MOST FREQUENTLY TO KSL THAN
TO ANY OTHER STATION OR REGIONAL
NETWORK—morning, afternoon, and evening*.
Let Radio Sales give you facts on how you can
reach these million prospects—consumers, distrib-
utors, and retailers alike—through KSL.

*Hooper Listening Area Coverage
Index of 69 Counties, Spring, 1948

50,000 WATTS • CLEAR CHANNEL • SALT LAKE CITY

Represented by RADIO SALES, Radio Stations Representative, CBS

KSL 

Most Useful Medium for Farm Equipment Manufacturers

QUESTION sent by Implement & Tractor Journal to Missouri and Kansas farm implement dealers—"In which of the following farm papers would you prefer to see the factory advertising of the lines you sell?"

REPLIES:

The Weekly Kansas City Star.....	407
Second Kansas Farm Paper.....	198
Second Missouri Farm Paper.....	114

Write for complete survey by Implement & Tractor Journal containing detailed dealer-preference data. Address The Weekly Kansas City Star, Kansas City, Mo.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

items. In entering the higher-price market, the company's officials and its advertising agency deemed it advisable to develop something entirely new rather than to bring a competitive item into the already crowded cosmetic market. "Beauty in the Morning" seemed to fill the bill.

Termed "more than a soap," this product grew out of laboratory experiments and is reported to have remedial value for dry or oily skin, enlarged pores and other complexion faults. Its makers describe it as a neutral compound containing a demulcent for cleaning, a dissolvent, an astringent and a property which is retained on the skin as a protective film. It is in cake form and fits comfortably in the palm of the hand. It comes in a gold and yellow box with a "sunburst" design symbolizing the "morning" theme. A leaflet on skin care, with the same decorative scheme, is enclosed in each package. The price is \$1, and advertising stresses the "beauty protection" provided by it at 2c a day.

Acting on the premise that at least 50% of the women of America use no make-up in the morning, Universal is bearing down hard on the theme that good grooming is just as essential in the morning, and even more so, than later in the day. Copy appearing in 1,000-line space recently in both *The New Yorker* and newspapers played this up with the headline, "How to bring your man straight home at night," and amusing line drawings showing a man racing homeward bearing gifts to the Little Woman. "Take a look in your morning mirror. See the memory your husband carries with him day after day. Is it a magnet alluring enough to draw him home night after night?" Opening copy along this line was used to lead into a description of "Beauty in the Morning" and what it can do for the complexion.

Distribution of Beauty in the Morning is through department stores and selected drug stores. Sales will be made directly to these outlets and not through jobbers, as other Universal products are handled. A special sales department is being set up for the product, and other preparations—a morning cologne, bath soap, powder and liquid bath fragrance—to be brought out later.

Drive for New Dealers

The R. H. Sheppard Co., Hanover, Pa., has announced a new and expanded campaign of advertising in a broad list of national, industrial, diesel, automotive, and farm publica-

tions. Included in the schedule are *The Saturday Evening Post*, *Collier's*, *Diesel Power*, *Diesel Progress*, *Diesel Engine Catalog*, *New Equipment Digest*, *Industrial Equipment News*, *Automotive News*, *Farm Implement News*, and *Implement and Tractor*.

The Sheppard Co. is a pioneer in the manufacture of small (3½ to 100 hp.) diesel power units, generator sets and marine propulsion engines. This is a new development in the field of diesel power which, in the past, has been used chiefly in large units of 100 hp. and up.

In announcing the expanded advertising program, Spencer A. Ware, general sales manager, states that the company is making a concerted drive for new dealers in the automotive field. "Sheppard Diesels offer profitable potentials as a supplementary line for car, truck and tractor dealers, reaching, as they do, an extensive new market," Mr. Ware explains, in outlining the company's campaign for new dealers. "The small Sheppard Diesels furnish dependable power at low maintenance and operating cost, to all small engine users."

The R. H. Sheppard Company's advertising agency is VanSant, Dugdale & Co., Baltimore, Md.

Bucks the Dollar Haircut

When the dollar haircut went up to a dollar and a quarter the other day, San Francisco chain stores blossomed out with posters offering the new gadget Sta-Neet, which may be to hair cuts what the safety razor is to shaves.

Sta-Neet is a pocket comb wedged to a double-edge razor blade; retails for 98 cents; cuts, thins, trims and shapes hair for man, woman and child; is nationally advertised as the "family barber."

Bought from an inventor by the Sta-Neet Corp., Los Angeles, and improved with further patented features, it was first marketed and got value national distribution through chain stores. Proved a fast-selling specialty, the distribution was then extended to independent drug stores, department stores and similar outlets, and backed up by national magazine advertising — *Life*, *The Saturday Evening Post*, *The American Weekly*, *Good Housekeeping*. These advertisements carried mail order coupons, and coupon sales have gone far in paying for space. As fast as dealers stock it, the company supplies local advertising material. Present sales are said to be 600,000 monthly. Advertising is handled by The Mayers Company, Inc., Los Angeles.

Effective Sept. 1st.

BUY-LINES

BY

NANCY SASSER

will be printed

almost

30 MILLION

TIMES

each week!

SUNDAY COLUMN

15,187,330

circulation

in 63 papers.

WEEKDAY COLUMN

14,712,057

circulation

in 81 papers.

★ ★ ★

Additional papers

to publish

the BUY-LINES columns

give over

1 MILLION

CIRCULATION

INCREASE

For Complete Information Write To:

BUY-LINES

271 Madison Ave., N. Y. 16, N. Y.
360 N. Mich. Ave., Chicago 1, Ill.
235 Montgomery St., San Francisco 4, California.
2978 Wilshire Blvd., Los Angeles 5, California.
333 S.W. Oak St., Portland 4, Ore.

1,000 Meetings Take Hotpoint's "University of Sales" to Field Men

Based on an interview by Lester B. Colby with **LEONARD C. TRUESDELL**, Vice-President in Charge of Marketing, Hotpoint, Inc.



INSIDE DOPE: With blow ups and charts, Dwight Anneaux (above) explains principle of Hotpoint's electric water heater.

SALES TIPS: John McDaniel (right), manager of refrigeration sales, is about to untie "Bag of Knowledge" for dealer salesmen.



More than 25,000 distributors' salesmen and dealer salesmen are getting a concentrated dose of product information plus tips on the latest selling techniques. Everything's organized to the hilt. Here's how it's being done.

Hotpoint, Inc., Chicago, has been busy for many months on a \$20,000,000 expansion program. The company's brand new \$10,000,000 electric range plant is now being completed. This about finishes the job. Hotpoint's plans for the immediate future do not provide for extensive warehousing. Instead, the management proposes to closely coordinate manufacturing and sales departments so that finished products will flow steadily to distributors, to dealers and on to customers.

"To accomplish this we are putting heavy responsibility on our sales department," says Leonard C. Truesdell, vice-president in charge of marketing. "Some of our items, such as refrigerators and ranges, are in heavy demand and we are behind schedule in production. Others, our automatic home dishwasher and our disposall, are new items and must be pioneered. We have faith in their future but it will take salesmanship to establish them.

"For that reason, early this summer, we inaugurated a series of meetings to train more than 700 distributors' salesmen and upwards of 25,000 retail salesmen to do the job they have in hand. This training program should require about 60 days. It is our belief that the manufacturer who builds and develops the *strongest, soundest and most efficient manufacturer-distributor-dealer chain will dominate the industry.*"

Heavy Schedule Planned

Under the training schedule, more than 1,000 meetings will be held between July 1 and September 2. Two groups of distributors will compete to elect "slates" of candidates for top honors. Prizes will be awarded



TO THE ROAD! There's no waiting list for disposalls. So Ralph Cameron (right), manager of dishwasher and disposall sales, shows distributors how to sell disposall "go cart" for home calls by retailers' salesmen. It means "Hit the Road."

Never Underestimate the Power of a Woman!

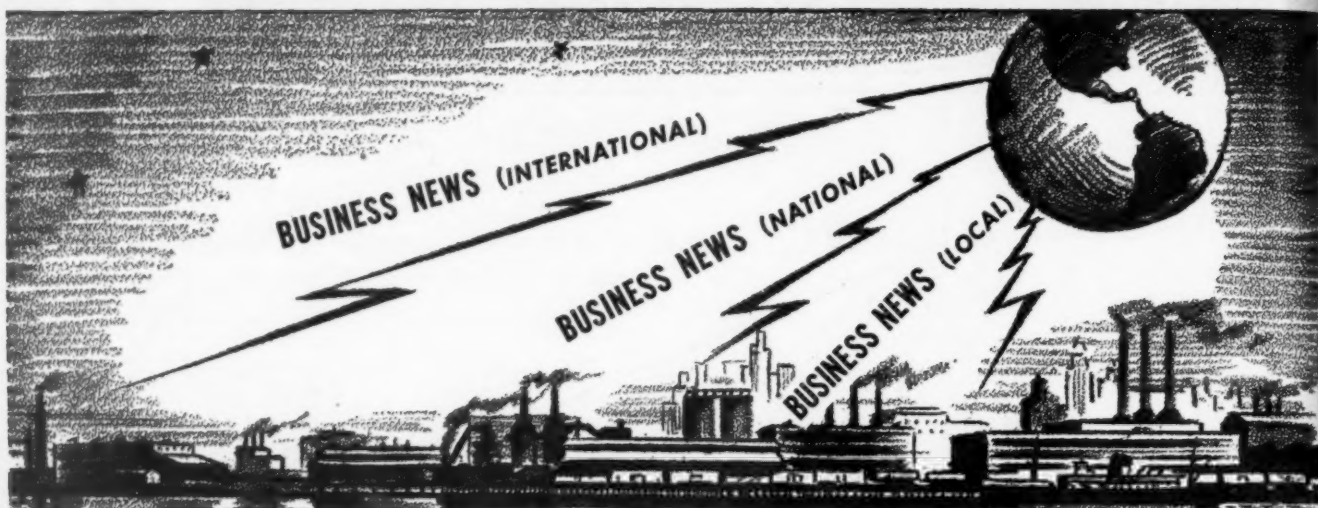


Nor the Power of the Magazine Women Believe In.

More women buy Ladies' Home Journal, because its stimulating editorial fare plays such an important part in women's lives. That's why, if women buy your product, or influence its purchase, you can tell more women, so much more effectively in *Ladies' Home* **JOURNAL**

Bought by nearly a MILLION MORE women than any other magazine*

*Monthly OR weekly, with audited circulation.



NEWS THAT SPARKS ACTION

Executives plan business moves in the light of vital spot facts they get in the Journals of Commerce

EACH day's events can affect the profits of business and industry.

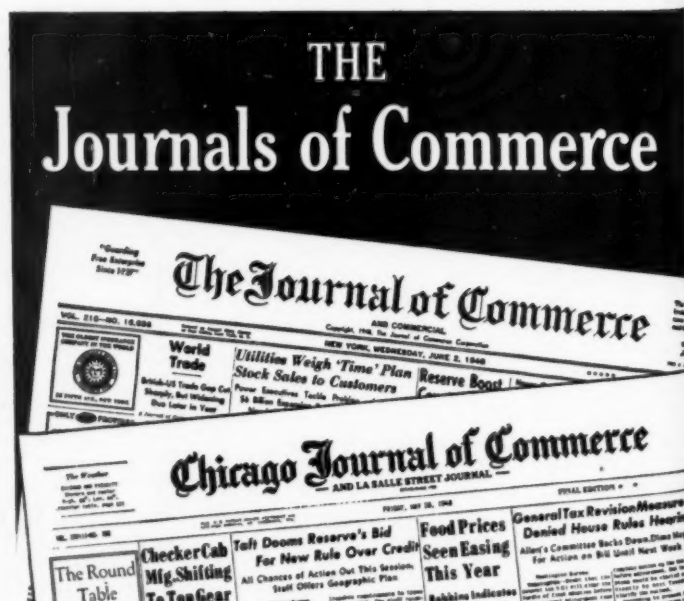
A policy announcement by the President. A drought in a distant land. An impending strike in X-industry.

To many a business, issues like this carry vital implications. New scarcities? An increase in demand? A hike in prices? New control factors? A marketing bottleneck? An inventory squeeze? A narrowed profit margin?

Each day the Journals of Commerce (New York and Chicago) spotlight all the significant news for business and industry. These *complete daily business newspapers* are edited solely for business, industrial and financial interests. Spot dispatches from a world-wide staff and exclusive business-angled news features, funneled down to the specific interests of management executives.

To the 200,000 Journal of Commerce readers this is the day's most vital news. Each morning they scan their Journal of Commerce, interpret the facts and make decisions to meet the indicated conditions.

No other source of business news is as complete and authentic as the Journals of Commerce, the daily newspapers that spark action.

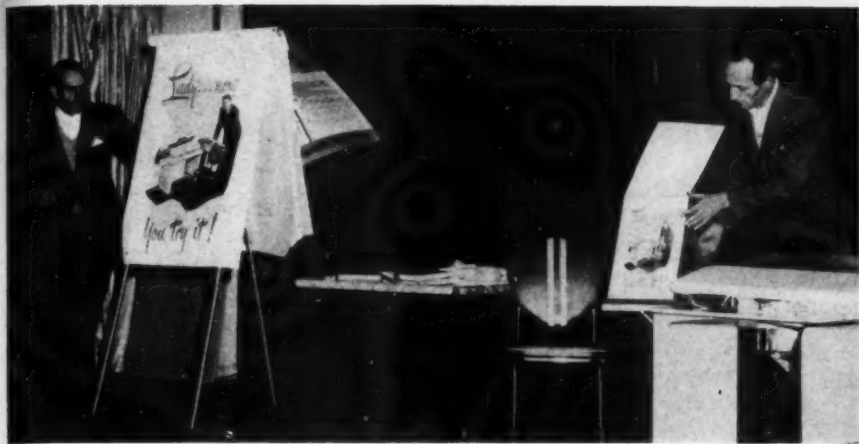


Do you advertise a business product or service? A commercial or industrial commodity? A consumer product with a top-income market? Have you securities to sell in a market that has capital to invest? Do you have an institutional message for top management?

Write or telephone for the Story of the Greater Journal of Commerce Market and rate cards. One order buys either or both, for sectional or nation-wide coverage. *Get to the men who DECIDE . . . in the dailies that HELP them decide.*

TOP MANAGEMENT'S GOOD RIGHT HAND

SALES MANAGEMENT



TELL-ALL: Lloyd Sweetland (left), manager, laundry sales, teams with Charles Smith, sales training manager, to illustrate flip-charts.

EYE FOR DETAIL: Dwight Anneaux uses miniature model to make his point on the "Magic Circle" operating principle.



to those who show the keenest interest in the program and do the best job of absorbing its techniques.

There are two points of utmost importance in this training course:

1. Its purpose is to give factual information, profusely illustrated and geared to consumer thinking. This information is given to the wholesaler's salesman, the dealer, and the dealer's salesman in the belief that the reasons that cause the consumer to buy a product should be familiar to all marketing levels.

2. Its aim is to develop sales training materials so simple that each salesman (wholesale and retail) can tell his own story in his own language quickly, without resorting to "canned" sales talk. This is accomplished by means of the "thought-starter" chart technique.

To get the program under way, a 14-point training responsibility schedule was outlined for district managers. Training assignments for distributors were divided among district managers, product specialists and district sales managers. The program outlined:

(1) Show training plan to distributors. (2) Gain distributor's approval of quota. (3) Arrange dealer meeting in territory. (4) Supervise setting up of wholesalers meeting quotas. (5) Train wholesalers to conduct meetings. (6) Hotpoint manager participation in larger meetings. (7) Make weekly report on progress of training program in district. (8) Assemble record of retail salesmen's names. (9) Check for 100% dealer attendance at meetings in stores or at distributors' offices.

(10) Handle distribution of retail salesmen's kits. (11) Supervise distributors' salesmen's reports at meetings. (12) Investigate and correct where progress lags. (13) Aid in sales of product whenever possible. (14) Set high speed weekly completions of meetings to complete basic schedule on time.

The meetings, scheduled through July with dealers, are known as "Bag of Knowledge" meetings and they place a six-ply responsibility on the distributor. These points call for: Endorsements and scheduling of program in territory; underwriting cost of carrying out program; promoting and advertising program to retailers; supervising program to assure effectiveness; informing factory district managers of weekly progress.

Program Props

Materials supplied for use in the training program are:

1. A Meeting Guide.
2. Cloth "Bag of Knowledge."
3. Five packages of questions: (a) refrigerator and home freezer; (b) laundry; (c) range; (d) water heater; (e) disposall, dishwasher, electric sink.
4. Five product presentation charts for use at meetings for: (a) refrigerator and home freezer; (b) laundry; (c) range; (d) water heater; (e) disposall, dishwasher, electric sink.

These 12 items distributed to retail salesmen make up their kit.

5. Five smaller product presentation charts, duplicates of the above but slightly smaller.

6. Five presentation booklets, same products, for home study use.

7. One "Showmanship Means Sales" booklet, for salesman study.

8. One "Facts" book, pocket size, for salesman's review.

All of these materials, except 1, 2 and 3, are kept in stock for the use of and for distribution to all dealers and retail salesmen.

Selecting Meeting Room

Importance is placed in selection of the proper spot for a meeting. Management warns, "Get a cool, quiet meeting place." Instructions continue: Since meetings are being held during the summer it is necessary to make sure that heat and humidity do not detract from the efficiency of your meeting. A meeting held in a hot, muggy room, or where windows admit a constant uproar of traffic will have a distracted audience.

If there is any choice in the matter, select a quiet room, preferably air-conditioned. Otherwise arrange a morning meeting at which time weather conditions should be more favorable. If you must "sell" the morning meeting, before store hours, here are some tips:

1. Don't ask for a Monday morning meeting because men do not, and possibly will not, return early from week-end visits to lakes, mountains or seashores. Make it a Tuesday morning meeting.

2. No one objects to getting up an hour earlier on a summer's morning.

3. Have the dealer announce the meeting as far in advance as possible and advise his retail salesmen to avoid "heavy dates" the night before.

4. Men are physically and mentally fresh in the morning and can give

IDEAS FROM DARTNELL

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Sales Estimates Within 8 Per Cent of Accuracy

By using the Morosoff technique, it has been possible for manufacturers of consumer goods to produce sales estimates within 8 per cent of absolute accuracy over a 10-year period.

How To Obtain Your Copy Of the Morosoff Study

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The Dartnell Corporation
4658 Ravenswood Ave., Chicago 40, Ill.

close attention. Actual tests have proven that salesmen absorb more from a meeting when they are rested.

5. They have the entire day ahead to apply their new knowledge on the actual prospect—the very purpose of this entire program.

In the directions for procedure under a heading, "Preparing for Meetings," Hotpoint says: To help you do your job thoroughly and easily we have supplied you with a complete program including all necessary materials. Obviously you cannot expect to conduct meetings unless you know these materials and have thoroughly mastered the meeting outlines included in your "Guide." Therefore, it will be necessary for you to rehearse exactly what you are going to say and do.

Rehearse in Advance

Here is a practical suggestion: Schedule yourself for a two-hour review and rehearsal in advance of each of the five meetings. You should schedule this work for times when you will be free from other duties and interruptions. Possibly you may want to take the next five evenings or a portion of the week-end. However, this review and rehearsal should start immediately because you have a deadline to meet, and you should not approach your dealers to arrange for meetings until you are able to give them a capsule preview and to answer their questions.

Getting started is important. Try this:

1. Select a time and place which will be free from interruptions for two hours.
2. Assemble your complete list of materials.
3. Select one of the meeting programs for rehearsal. Let's assume that you pick the Refrigerator Meeting. Then, set up your meeting chart on refrigerators, put the questions on refrigerators in the cloth bag, throw a napkin over some small objects to resemble the prizes.
4. Now, turn to the tab on your Guide marked "Refrigerator Meeting" and follow the instructions exactly as printed.

Here are tips for perfecting the rehearsal: Have a clock visible. Mark in pencil on the pages of your meeting guide the time when you start each of the five major steps in the meeting. Watch your clock occasionally and speed up or slow down your spoken words to train yourself to stick within the time limits.

You may express the thoughts presented in the printed matter in your own words, if you wish. But do not

add extraneous comments, since this would drag out the meeting.

Practice speaking. First read each page. When you are at the bottom, stop and glance over the words. Try to recall the main ideas, the outline, the skeleton on which the entire page is built. You can do this easily by taking your eyes off the page and attempting to recall the ideas.

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The pauses for emphasis.

Point to the chart, the bag, the covered prizes, the salesman's kit.

Pick up the cloth bag and pass it around.

Take out a "dollar bill" question slip; read it aloud; give the answer.

Rehearse your intended action when a salesman is unable to answer a question.

In closing, hold up the various pieces in the salesman's kit and speak aloud your description of them.

Contents of Bag

The "cloth bag" previously mentioned is a part of the usual meeting equipment. In it are five packs and in each pack are 30 simulated dollar bills—stage dollars or "fun money." Eyes open and ears perk up, you know, at anything that looks like cash. On each so-called dollar there's a question, neatly imprinted. The question brings out some point of the presentation.

The bag is kept in full view, and as the meeting progresses the salesmen are asked in turn to draw a "dollar" from the bag. A salesman is asked to read the question aloud and he has 10 seconds to give the right answer. If he does this he receives a prize.

The values of the prizes are intentionally kept low. It isn't a radio give-away. The purpose of the prizes is to keep the men awake and interested and to increase their participation in the meeting. The management does not desire to "pay" them for absorbing information which will help them to make more money in their work.

The plan suggests prizes such as razor blades, tooth paste, packages of cigarets, cans of fruit, soup or vegetables, maybe a child's toy for a father, or an orange, apple, pear or

banana. The five-and-dime store is suggested as a good place to shop for the prizes. A prize should not exceed two bits in value. The idea is that they merely add a little to the gaiety and sustain interest in the meeting.

Whenever it is possible, individual meetings should be held in the dealer's store for the reason that in training a small group of men each man can receive more individual attention. However, for various reasons, when dealer meetings are held it is necessary to invite dealers to the meeting at some central point.

Dealer meetings should preferably be held in the distributor's offices for several reasons: The complete line of all products and displays are already set up; this saves extra expense such as might be incurred for renting hotel meeting rooms; any refreshment costs can be kept at a minimum; dealers become familiar with the distributor's layout, come to know him better, and this cements a closer tie between distributors and dealers.

Success Secrets

In holding large group meetings a number of precautions should be taken to assure success. Among the suggestions are:

A thorough rehearsal for meeting principals. Although every Hotpoint wholesaler should learn to conduct his meetings with considerable skill, the chances are that some of them will not. This may not be too great a handicap when the wholesaler conducts a meeting of a half-dozen salesmen for a dealer who knows him well, but poor handling of a big meeting is damaging. It is bad for prestige, for further development of the market and, eventually, for sales. For these reasons everyone who takes part in the meeting should be thoroughly drilled in his role well in advance of the meeting.

A dress rehearsal is especially valuable. The dress rehearsal perfects the organization of the meeting and familiarizes participants with the tools used. Too, it assures that all equipment—displays, chairs, signs, charts, etc., will be in place and handy for use. Since the average large meeting may take up two or more product sessions, the individual charts and operating models should be properly placed for convenience of the personnel and for visibility by the audience.

In running a large meeting it is important to have the program set and to know in advance who does what. Hotpoint outlines each individual's job as follows:

Distributor. He opens and closes

JULY 15, 1948

Artkraft

For Signs that Meet Rigid Specifications

Buy **Artkraft*** —SAYS WESTERN AUTO

WESTERN AUTO SUPPLY COMPANY

GENERAL OFFICES 2107 GRAND AVENUE
KANSAS CITY 8, MISSOURI

November 6, 1947

Mr. Norton L. Clark, President-Treasurer
Artkraft Manufacturing Corporation
Lima, Ohio

Dear Mr. Clark:

The CIRCLE ARROW SIGN is individual in design and has served to identify and attract attention to the hundreds of Western Auto Stores throughout the country.

It was built to last many years and engineered to operate at a minimum of expense. Our repair bills have been very reasonable on the majority of these signs.

We cannot take credit for the low cost of maintenance — that credit is due the Artkraft Manufacturing Corporation and their efficient, skilled mechanics, for building a sign that could function so nearly "trouble-free".

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We do take credit for selecting a company qualified to produce signs that would meet our rigid specifications. Artkraft Manufacturing Corporation have met these requirements, and have turned-out quality store identification signs for us for many years.

Very truly yours,

C. D. Sturm

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Division of **Artkraft* Manufacturing Corporation**
1000 E. Kibby Street Lima, Ohio, U. S. A.

FREE!
LITERATURE

**"HOW TO SET UP A
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SIGN PROGRAM"**

THIS COUPON FOR YOUR CONVENIENCE

Artkraft* SIGN COMPANY

Division of **Artkraft* Manufacturing Corporation**

1000 E. Kibby Street Lima, Ohio, U. S. A.

- () Please send, without obligation, details on Artkraft* signs and information on how to set up a successful dealer sign program.
- () We are interested in a quantity of outdoor dealer neon signs.
- () We are interested in a quantity of Porcel-M-Bos'd store front signs.

Name
Firm
City

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**Trademark Reg. U. S. Pat. Off. ** Proved by actual audited research.



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the meeting. He extends a welcome with appropriate remarks about the appliance business as a whole in relation to the market. To paint an optimistic picture covering the next few months such local facts as are available—trends from Federal Reserve statements, activity in local key industries—are used by him. He may well point out the opportunities these facts create for Hotpoint dealers. He should emphasize the connection between trained salesmen and greater sales and income for all concerned.

Hotpoint District Manager. Either he or some other Hotpoint ex-

ecutive should extend official word direct from President James J. Nance or Vice-President Leonard C. Truesdell on the extreme importance of sales training and the need of greater sales to consumers to keep in step with the expanding output of Hotpoint factories. If there has been any local criticism of Hotpoint's delays in shipping, the district manager, or whoever represents him, then finds a chance to explain how the company's production is growing.

Product Speakers. Each of the product presentation charts should be handled by a different individual who

should take complete charge of this particular session, following the 5-step basic meeting pattern described in the Guide. At least one of the product speakers should be a distributor representative in order that the distributor may be sure of having available at all times men capable of holding effective sales training meetings.

Sergeant-at-Arms. For large meetings it is best to make one individual completely responsible for seeing that arriving dealers are properly seated. He fills the front sets first and the seats farthest from the aisle early, so that late comers will not stumble over early arrivals. He also ropes off seats at the rear to more easily take care of dealers who come late. This reduces disturbances when the meeting is under way.

Other duties of the sergeant-at-arms include checking ventilation, lights, ash trays, seats, parking facilities, seeing that doors are unlocked, etc.

For the large meeting Hotpoint has developed a series of tips to make quiz sessions more effective:

1. Repeat the question read by the retail salesman so that everyone in the audience is certain to understand it. This compels interest.

2. Encourage retail salesmen to speak loudly enough that everyone in the audience can hear them distinctly.

3. Invite them to speak briefly. This is important because time is limited and valuable.

4. Select volunteers in the group from different parts of the room—front to back, side to side, center, etc.—so that every man in the room will be sitting close to someone whose question is read aloud and discussed. This gives everyone a feeling of closer participation in the meeting.

5. When a question is asked don't answer it yourself. The purpose of the meeting is to keep the salesmen thinking and attentive. Let them have the right-of-way in answering questions.

6. Don't let some "smart Alec" try to make a speech. Cut him short, but politely.

7. Do not permit negative thinking, reflecting on product, company, distributor, industry, local economic conditions, etc. There is almost always some person in any large meeting with the urge to gripe. If he is allowed to speak freely, he is likely to defeat the purpose of the meeting. Remember, the purpose of the session is to make more sales through the exchange of practical ideas and information.

8. To the chairman: Watch your

SALES MANAGEMENT

Going WEST

with your product?



Then plan to sell **SAN DIEGO**
The West's fastest growing market

The SAN DIEGO UNION
and **TRIBUNE-SUN**

will give to even a modest advertising appropriation . . .

the impact of
concentrated \$ \$ \$!

Ideal area for a Southern California test . . . a great beginning for your Southern California sales expansion!

Consult our Representatives

San Diego

Est. as of
April 1948

★
Metropolitan

Population

440,884

★
County

Population

584,984

"All the News with Partiality to None"

San Diego

UNION and TRIBUNE-SUN

Union Tribune Publishing Co., San Diego 12, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Denver • Seattle • Portland • San Francisco • Los Angeles

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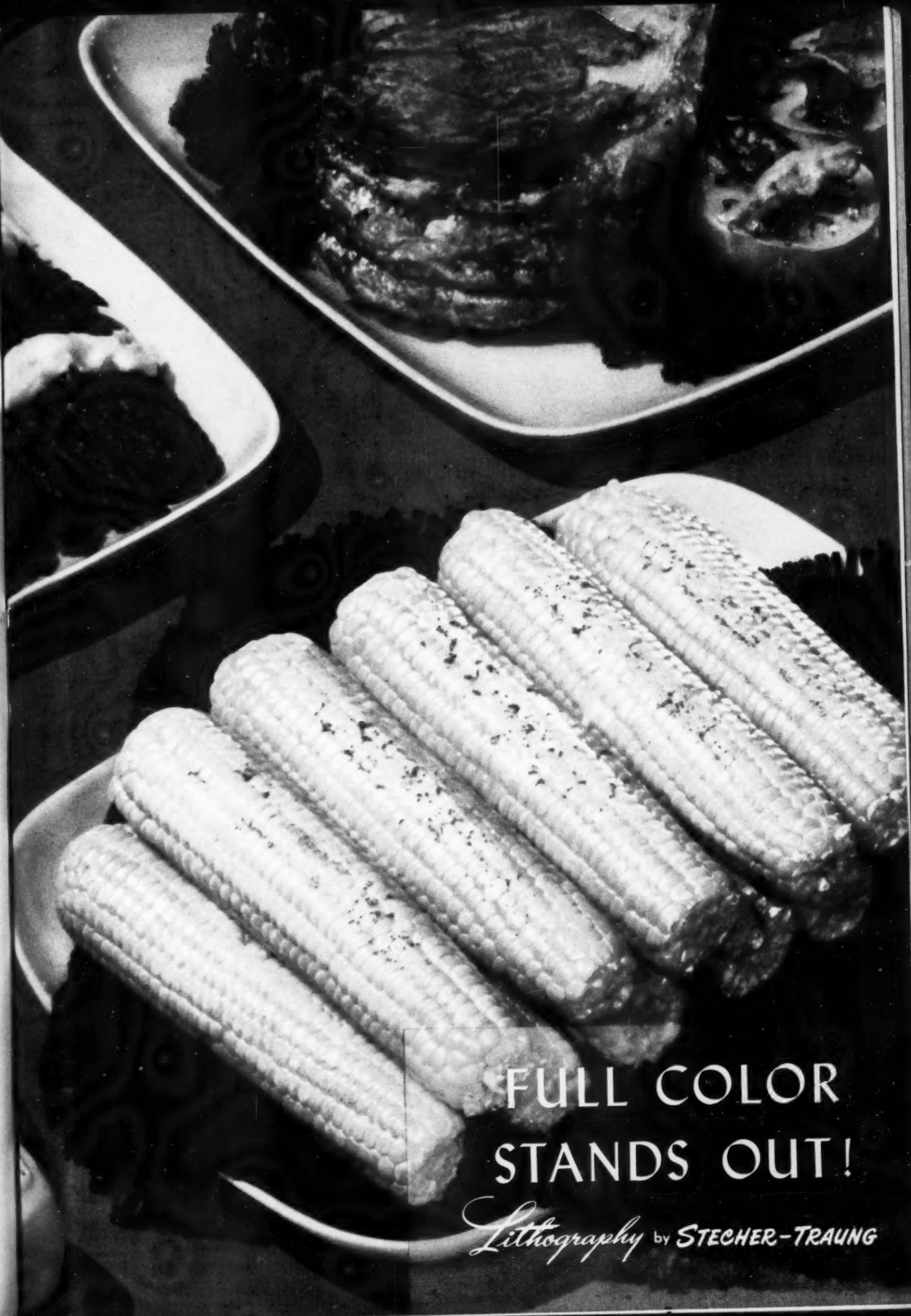
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FULL COLOR
STANDS OUT!

Lithography by STECHER-TRAUNG



Yes, FULL COLOR STANDS OUT!

Wondering how to add zip, sparkle and selling power to your folders, booklets,
mailing pieces and broadsides? Use FULL COLOR! Better still, use
natural FULL COLOR lithography by Stecher-Traung! It will pay you
to get in touch with Stecher-Traung before you plan your next sales and
advertising literature. Learn the full details of Stecher-Traung's many services,
among which is the famous and exclusive money-saving FULL COLOR
"Gang Run" Process. Act now!

STECHE-TRAUNG
LITHOGRAPH CORPORATION

Rochester 7, New York • San Francisco 11, California



BRANCH OFFICES Baltimore, Boston, Chicago, Columbus,
Harlingen, Los Angeles, Macon, New York, Oakland,
Portland, Sacramento, St. Louis, Seattle

audience. If anyone seems to be losing interest, snap him back.

The complete "Bag of Knowledge" program includes five subject sessions, one for each of the five Hotpoint product lines. To present these five lines thoroughly in a meeting, it is vital that it run an entire day or that three, four or five two-hour meetings be held on successive days. Such all-over large meetings should be held wherever possible.

Follow-up Steps

However, when a large meeting covers only one or two product lines further training activity is necessary. Otherwise those Hotpoint dealers who attend the large meetings would actually receive only a fraction of the total sales training program. Three ways to follow up are:

1. *A series of large group meetings.* Before adjournment of the first large group meeting "sell" those present on returning for a second meeting. Set a date in the near future. Ask for a show of hands from those who will appear. On subsequent meetings take the attendance and check names of those present against names of those present at the first meeting. Follow up on those absent.

2. *Individual dealer meetings.* Suppose that Dealer Jones and his men attend your Monday evening meeting, together with 20 other dealer groups. At this meeting you thoroughly cover the Hotpoint Refrigerator, Home Freezer and "Push Button" Range lines. Suppose that the Jones Appliance Co. also handles the other three Hotpoint lines, but the Jones group cannot return for a second meeting. You must then go to the Jones store and conduct the three remaining meeting sessions.

3. *Institute dealer follow-up.* The dealer himself should hold sales meetings with his men, using the salesmen's kits for study material. He should use this method in conducting his meetings: One week prior to the meeting the dealer should assign two salesmen, each to give a 10-minute chart presentation. Using selling charts, one salesman should take the first half of the chart and the other should brush up on the second half. After the first man has made his presentation the next few minutes should be devoted to questions on the specific product.

Questions, found in the "Facts" book at the end of each product chapter, should be asked by the dealer. The second half of the meeting similarly should be devoted to the chart presentation by the second salesman and followed-up by questions as before.

It is important to convince all dealers of the necessity of the follow-up. Suggestion that the dealer institute the following five-point follow-up program should meet with ready approval since he already has shown his belief in the value of training by sponsoring the series conducted. Sell the dealer on a follow-up program at the time of the first meeting. Then check up each following week.

It is a well known fact that trained salesmen sell more and earn more than untrained men. That fact is the reason why a large amount of time and money has been spent on the Hotpoint sales training program.

However, neither the series of "Bag of Knowledge" meetings nor a one-day school can provide a man with everything he needs to know about Hotpoint.

Since the dealer naturally is most interested in his own business, it is his responsibility to set up and supervise the active follow-up program. This is what each dealer should do:

1. Hold 10 weekly sales meetings, devoting at least 30 minutes for review of each of these 10 Hotpoint appliances: refrigerator, home freeze, range, water heater, washer, rotary ironer, flatplate ironer, disposall, dish-washer and electric sink.

2. Assign reading assignments to all of his men, co-ordinating these assignments with the meeting subject.

3. Check up daily to make sure that every salesman has his kit available and is using it properly.

4. Set the example himself by keeping his kit available, by referring to it when questions come up, and by using the selling charts when personally demonstrating Hotpoint products.

The difference between a "meeting" and a "school" is simply this: Normally sales training meetings will be conducted one week apart. Therefore, to hold the five meetings of the complete series will take five weeks per dealer. A "school" consists of the same programs, but conducted one a day, or on consecutive days. For example, in a one-day school you can conduct five one-hour sessions covering the five appliance lines; in a two-day school you can hold five two-hour sessions. Another type of school can consist of five sessions held on consecutive days.

The other main difference between a meeting and a school is that a school session usually permits more time for a thorough discussion and questions and answers.

"Why schools?" one may ask. The answer: To train men *quickly*. And to train both old and new salesmen in preparation for an intensive drive on one or more appliance; to do a more thorough training job than is possible in the time limit of the usual one-hour meeting.



"On our next television show see that the doors of our cars don't SQUEAK!"



today's FARMER

... is a biologist, a botanist, an entomologist, a physiologist, an agronomist, economist, geologist, diagnostician, a midwife, a market analyst, a labor relations expert, nutritionist, engineer, capitalist and entrepreneur.

Today's Influential farmer is all these plus being a leader in his community and a power in his nation. He is one of those million-plus members of the American Farm Bureau Federation. He is a prophet of free enterprise—a progressive thinker who is always open to new ideas which contribute to greater efficiency and better living on our farms.

Reach this Influential farmer and a million others like him through their own publication...

The Nation's
AGRICULTURE

OFFICIAL PUBLICATION FOR
1,358,810

FARM FAMILIES OF THE
AMERICAN FARM BUREAU FEDERATION
109 North Wabash Ave., Chicago, Ill.

Media-Sponsored Promotions

Editor, SALES MANAGEMENT

The article, "How Effective Are Media-Sponsored Department Store Promotions?" appearing in your May 20 issue was of great interest to me inasmuch as my duties at *Better Homes & Gardens* are concerned with merchandising and, in particular, department store promotions.

However, I was quite disappointed upon reading Mr. Cumming's article to note that he mentioned tie-ups made by retailers and advertisers with eight magazines but *Better Homes & Gardens* was not included among the eight.

You are probably aware of the *Better Homes & Gardens* Home Planning Service program now operating in 61 leading stores throughout the country. Recently, Mr. Weiss, vice-president and merchandising consultant for Gray Advertising Agency, described this program as being the most ambitious department store program ever undertaken by any magazine. Naturally, the program itself has a tremendous merchandising potential. For example, one large eastern store which is cooperating in the program, traced more than \$400,000 worth of sales in 1947 directly to their Home Planning Center. This program is now in its third year and, like the magazine it represents, it mirrors the service formula of *Better Homes & Gardens*.

In connection with this program, *Better Homes & Gardens*' two exhibits of "Homes for Today" have shown more than 80 times—usually for a two-week period—and more than 2,500,000 people have seen these exhibits of model homes. In connection with these exhibits, stores have recently conducted store-wide promotions of *Better Homes & Gardens* advertised merchandise.

It seems to us that Mr. Cumming did *Better Homes & Gardens* somewhat of an injustice by not including them in his article. . . .

R. J. TIERNAN, Merchandising Division
Advertising Sales Department
BETTER HOMES & GARDENS
Meredith Publishing Co.
Des Moines, Ia.

(The facts & figures supplied by Mr. Tiernan on B. H. & G.'s promotions demonstrate their newsworthiness. These projects should certainly have been included in Mr. Cumming's article.—The Editors.)

Fan Mail For Hilda

Editor, SALES MANAGEMENT:

The writer has read with a great deal of interest your article, "A Little French

Milliner" in your June 1 issue of SALES MANAGEMENT.

This article is quite timely to all of us who have anything to do with selling or merchandising. We are primarily in a service industry; namely, automobile parts and supplies. The writer has preached this fact to our organization since we began business back in 1914 and inasmuch as the article in question demonstrates the value of service to our customers, we are desirous of securing at least 60 copies to be mailed to each of our employees who comes in contact with the trade.

E. B. CONN, President
Central Electric Co.
Hattiesburg, Miss.

Editor, SALES MANAGEMENT:

Your "Little French Milliner" in the June 1 issue was one of the best articles on salesmanship I have ever read. Many readers, including myself, should and will make good use of it.

ARTHUR H. HOOD, Editor
American Lumberman & Building Products Merchandiser
Chicago, Ill.

("Hilda" turned out to be a smash hit. We have reprinted the piece in answer to requests. They're now available through Readers' Service Bureau.—The Editors.)

Open Letter To M. W. Clement

Scores of SM readers went to the trouble of dictating letters of comment to Phil Salisbury's open letter to M. W. Clement which appeared in Significant Trends June 1. Apparently SALES MANAGEMENT readers are a body in feeling that Pennsy labor and public relations—plus passenger service—can stand plenty of improvement. Here are excerpts from a few of the many letters:

This is to congratulate you for the writing of the most courageous article I have ever read in any trade paper. I refer to your letter to Mr. Clement, President of the Pennsylvania Railroad.

While some may say the matter is of no significance and is being made a mountain of, many of us who have anything to do with public relations must see the deeper meaning behind the story.

It is all well for management to dress its windows in public. But if there is any good sound integrity in management, it will look to its inside to create that same impression.

We who have the job to do of bringing management and labor together know too well the trials that beset us. We prescribe a medicine for management that looks well because it does not inter-

SALES MANAGEMENT

ferre with their internal operations. It's time now for us to prescribe for internal treatments. One is as vital as the other if management wants to look itself in the mirror without shame.

A few more articles like this may awaken the public relations' conscience. Keep them up. It's time we began being honest and looking at our sores as they really are.

IRVING PIERCE, Sales Manager
Byer-Rolnick Co.
Garland, Tex.

I want to compliment you most highly on your excellent open letter to Mr. M. W. Clement, President of the Pennsylvania Railroad, concerning the very bad public relations of their method of notifying Pennsylvania Railroad employees that their jobs were abolished when the strike impended.

In my opinion, you have rendered all business a service in pointing out this disservice that has been rendered to business.

HECTOR LAZO,
Director of Public Relations
Sunshine Biscuits, Inc.
Long Island City, N. Y.

I thoroughly enjoyed your open letter to M. W. Clement which very effectively took the hide off that gentleman. Top management seems incredibly slow to learn the value of good human relationship. The same was true of Louis XIV and Marie Antoinette.

FRANK CANTRELL,
General Manager
Arkansas Economic Council;
State Chamber of Commerce
Little Rock, Ark.

You are to be congratulated on the excellence of your open letter to Mr. Clement.

Seldom does a reader find a publication editor willing to take a definite stand from which there is no retraction. Certainly such a situation is not conducive to thoughtfulness in the reader. The tendency seems to be to take a definite stand only on those things which are certain to receive almost universal approval.

SALES MANAGEMENT has been to me of vast interest, not only because of the broadness of its scope but the excellence of the articles published.

Again, congratulations.

DAVID L. KEITH
David L. Keith & Co.
Peoria, Ill.

Congratulations on your magnificent open letter to the Pennsylvania Railroad in the June 1 issue of SALES MANAGEMENT.

If only more publishers would print letters of this type!

LOUIS E. WESTHEIMER
Westheimer and Co.
St. Louis, Mo.

I can't help but applaud your 'Open Letter to M. W. Clement' which appeared in the June 1 issue of SALES MANAGEMENT. It was a knockout.

I fear that the Pennsylvania's practices

are far too common in industry. Labor, of course, must take some of the blame, but, as you pointed out, so must management. Certainly it cannot be absolved of blame. I speak both from knowledge and experience!

Again, I commend you for the thoughts incorporated, and expressed so well, in your letter.

HOLLIS F. PECK,
Public Relations Dept.
John Morrell & Co.
Ottumwa, Ia.

Congratulations to you on your open letter to Mr. Clement, and your courage in laying it on the line as you did. I will be interested to know whether you get any retort from him or his organization.

EVERETT R. SMITH,
Director of Research
Macfadden Publication, Inc.
New York, N. Y.

For a long time now, I've been meaning to write and tell you how much I enjoy each issue of SALES MANAGEMENT—but as with a lot of other things the idea never got to paper.

However, after reading your open letter to Mr. Clement, I just want to go permanently on record with the statement that it's one of the finest things I've seen in a long, long time!

The best of everything to you and SALES MANAGEMENT.

EDWARD N. MAYER, JR., President
James Gray, Inc.,
New York, N. Y.

I don't know when I've gotten quite such a wallop out of anything I've read as I did out of your open letter to the Prexy of the PRR.

Such man-handling of people as the PRR exhibited is one of the primary reasons why we now have some 14,500,000 people who are members of some union or other.

DAN HOPKINS, Research Director
St. Louis Star-Times
St. Louis, Mo.

Stilted, He Says

Editor, SALES MANAGEMENT:

In his letter printed in your June 15 issue, Jud Jaffe says that he cannot conceive of a more concise or clearer method of saying something is enclosed than to state "Enclosed you will find."

What about "Enclosed is"?

What about just "enclosed" as an adjective modifying "booklet," "circular," or whatever is enclosed? And what about "enc." at the bottom of the letter?

I think that Mr. Gamble was right in listing "Enclosed you will find" as a stilted phrase. Why "find"? If the enclosure is with the letter, you don't have to hunt for it. If it is put aside by a mail clerk (as Mr. Jaffe fears), you won't find it. Silly, isn't it?

CHARLES SHAW
Sales Promotion and Advertising
Manager

Tekni-Craft
Beloit, Wis.

He who pays the piper...



...calls the tune

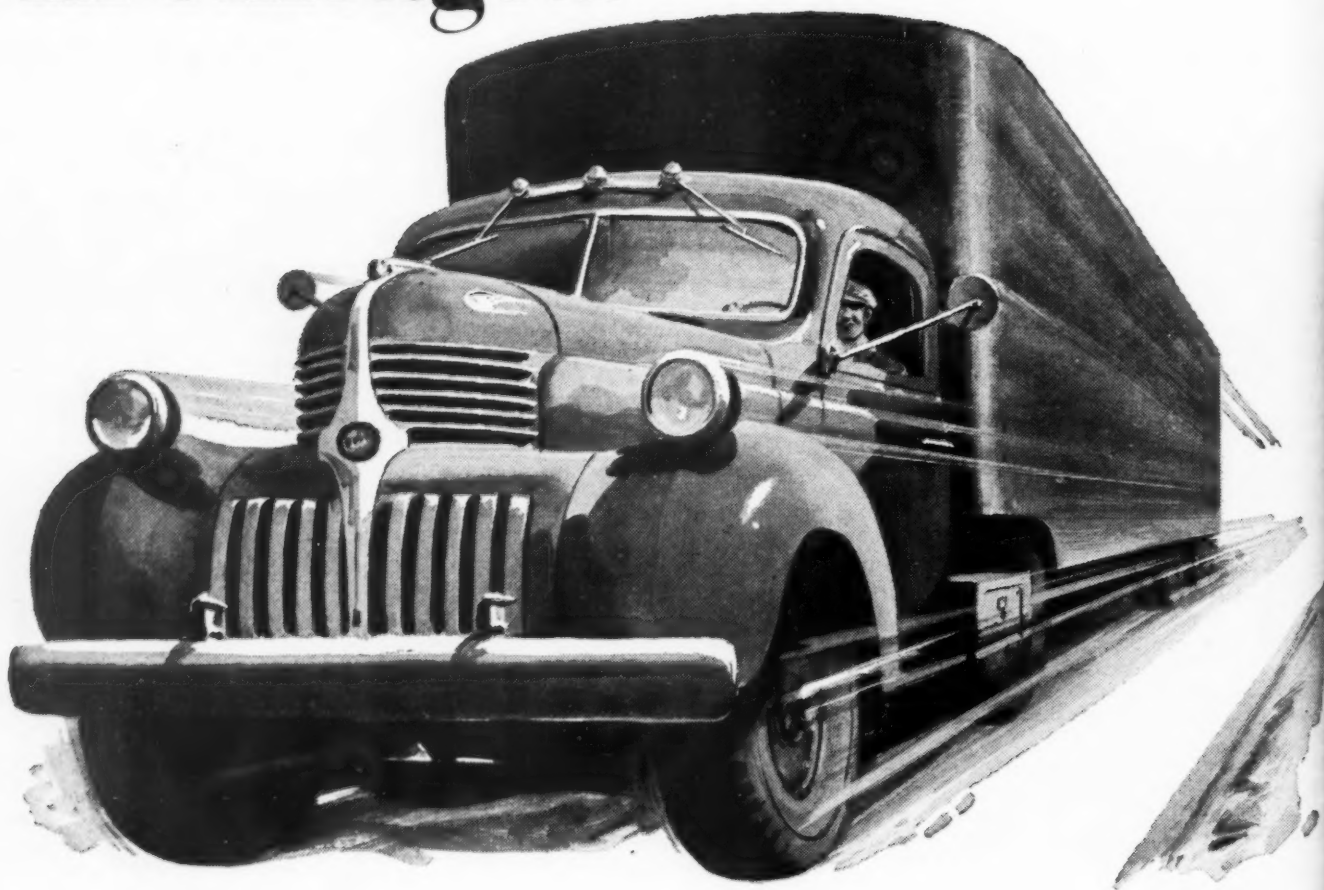
and on **WATV** it's the merry jingle of cash registers when your product reaches the thousands of **Junior Foles** television fans who daily at five line up to follow Uncle Hal's film funnies and cartoons.

WATV 13

Channel

TELEVISION CENTER, NEWARK 1, N. J.

In Chicago...



The Sun-Times MOVES THE GOODS

... at one of the lowest milline rates in America, it is your greatest advertising dollar's worth in Chicago. Our representatives will prove this statement with actual case histories showing you how The SUN-TIMES moves the goods for well-known advertisers ... at tremendous dollar savings.

CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER



The Sun-Times MOVES THE GOODS 24 Hours a Day with an average net paid circulation of 672,848* Daily

*Based on ABC Publishers Statement for period ending March 31, 1948.

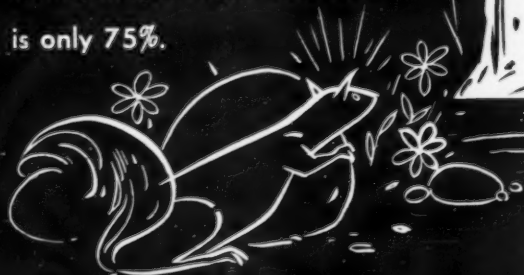
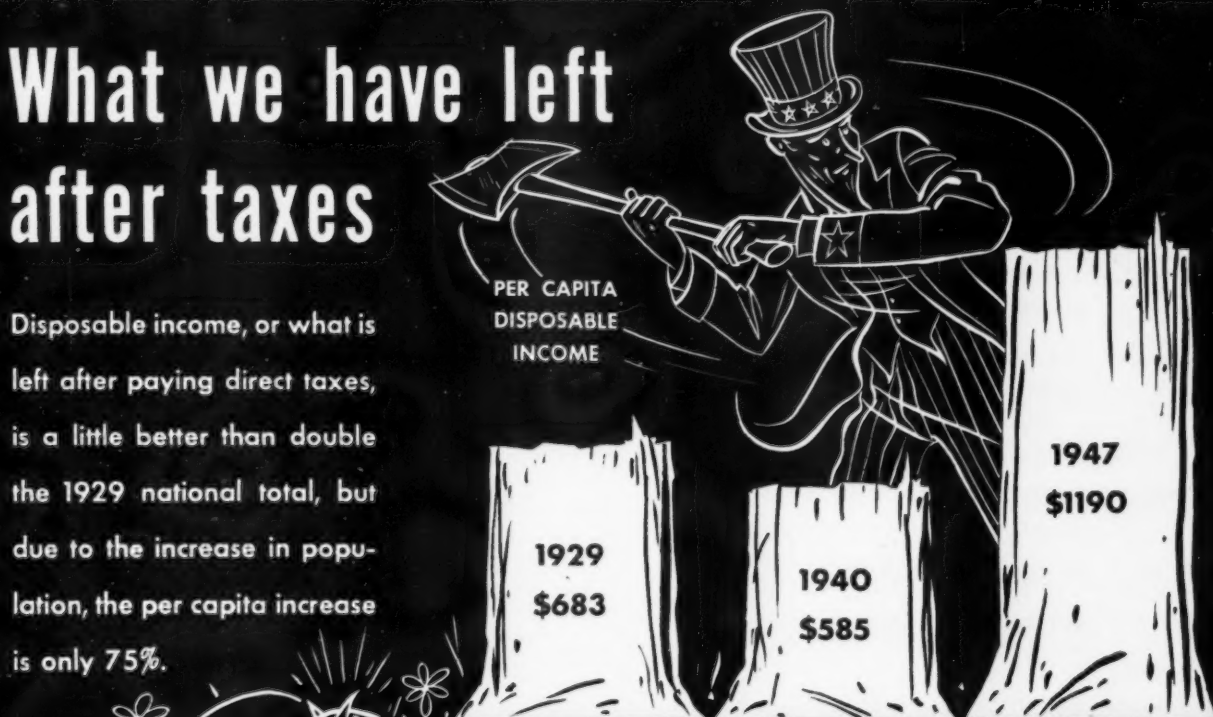


MARKETING PICTOGRAPHS

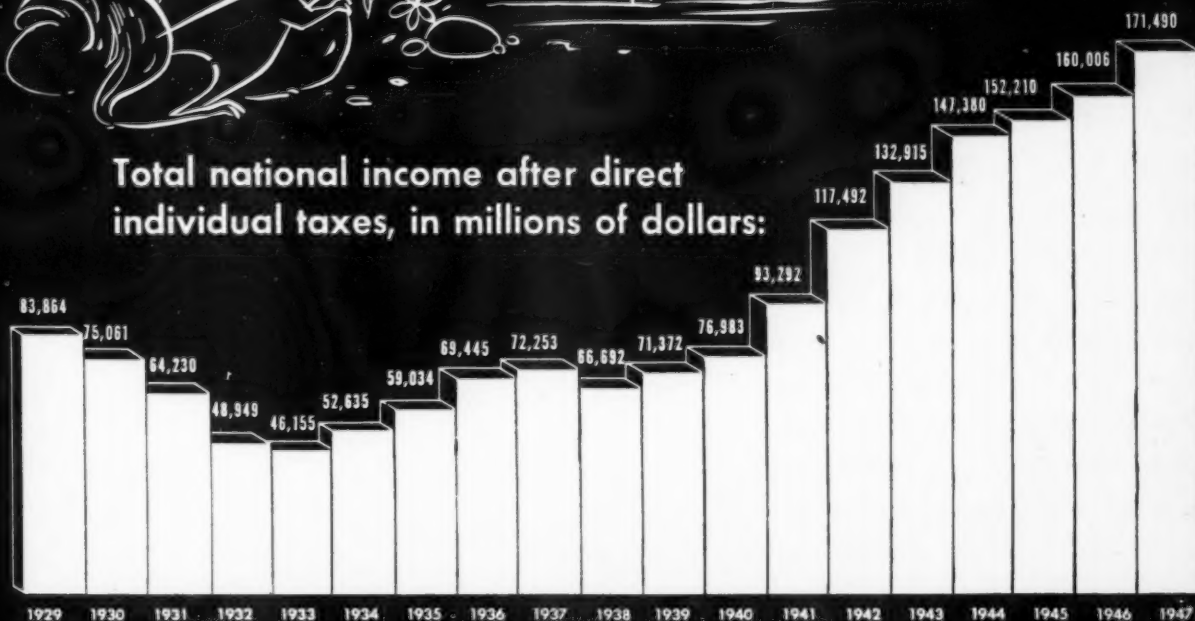
Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

What we have left after taxes

Disposable income, or what is left after paying direct taxes, is a little better than double the 1929 national total, but due to the increase in population, the per capita increase is only 75%.



Total national income after direct individual taxes, in millions of dollars:



PICTOGRAPH BY
Sales MANAGEMENT
7-15-48

Sources: Department of Commerce and Research
Department of S. M.



THE DETROIT trading area is one of America's few multi-billion dollar markets. Center of automobile manufacturing, it is destined for many years to enjoy unparalleled employment and prosperity. Hence, Detroit is a most desirable market for the sale of goods through advertising, especially since this great market may be covered adequately by the use of its one outstanding medium—The News.

With 96% of its weekday circulation concentrated in this trading area, The News delivers 96,708 more circulation here than one newspaper and 30,652 more than the other.

Its Sunday circulation of 554,000 has 85% of it concentrated in this sales-rich area and offers 166,188 more than one paper and 59,835 more than the other.

The Detroit trading area has three newspapers but only one offers the greatest trading area coverage weekdays or Sundays and only one has been a leader among America's newspapers in advertising for more than a quarter century. That newspaper is Detroit's home-delivered, home-read Detroit News.

National Representatives: Dan A. Carroll, 110 E. 42nd St. New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

ONLY THE NEWS

is FIRST

in weekday circulation
in Michigan

432,089

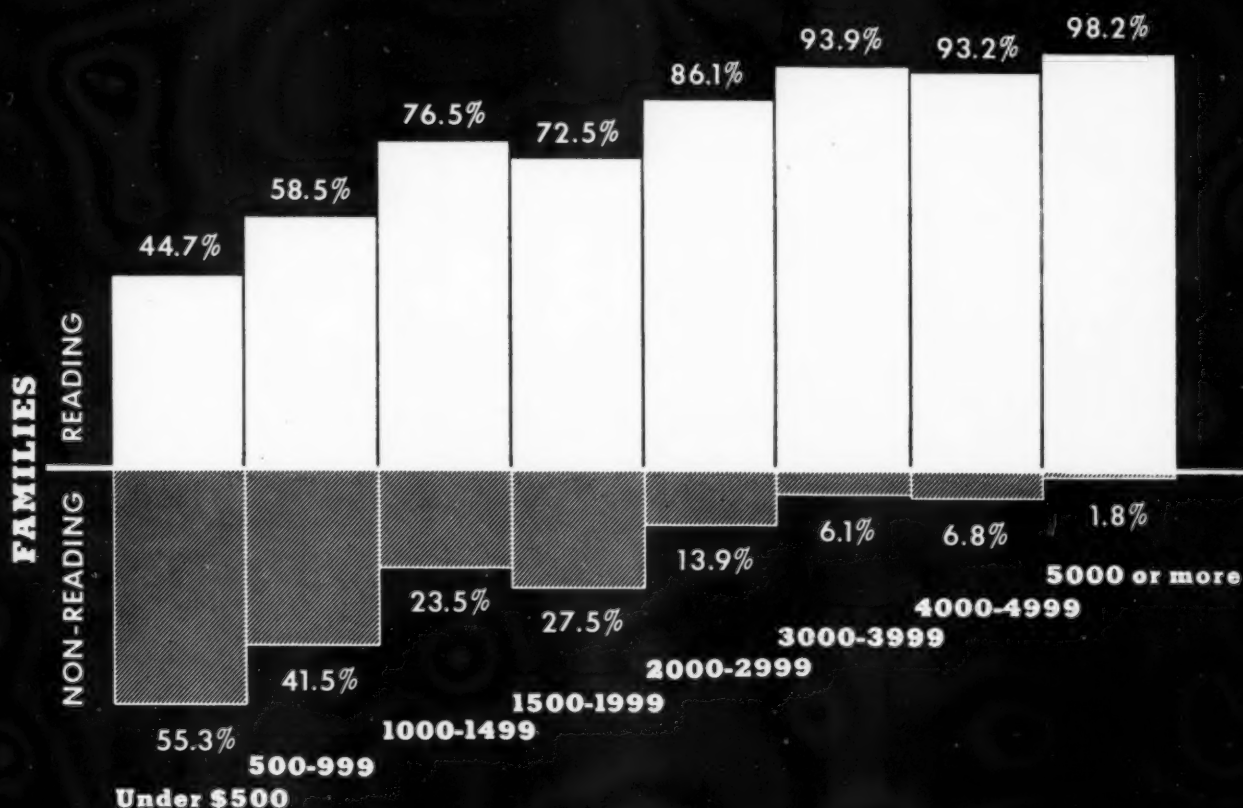
Total Net. Paid A.B.C. Circulation
for 6 months ending March 31, 1948



Owners and Operators of Radio Stations WWJ.
WWJ-FM, WWJ-TV

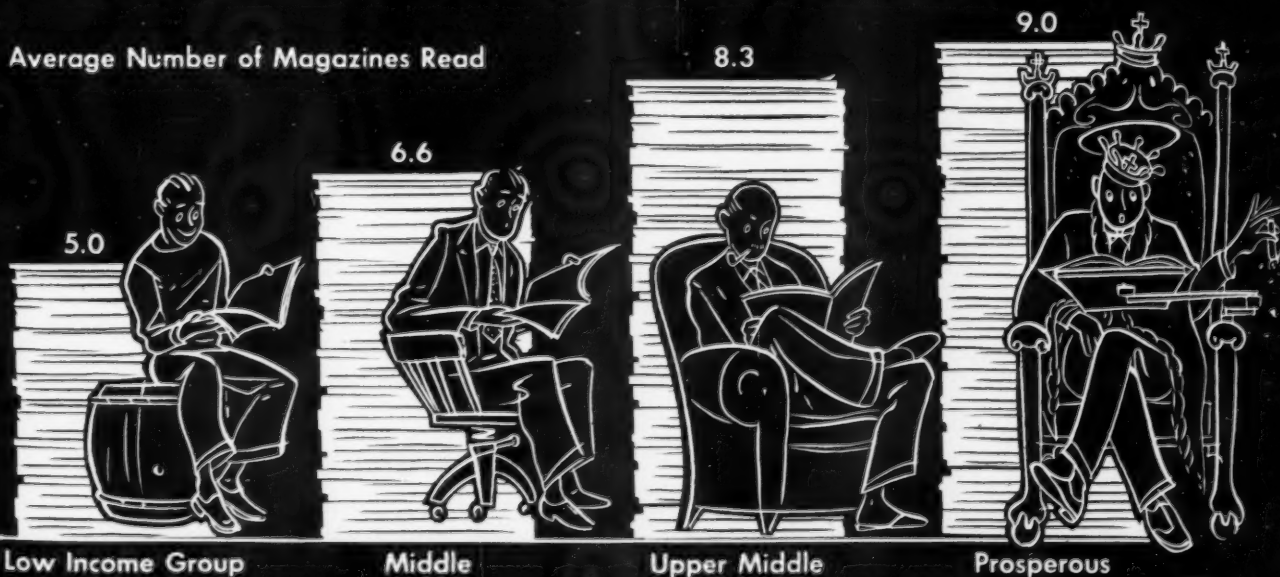
Magazine Reading by Income Groups

83 out of every 100 urban and non-farm families read 1 or more national magazines regularly.



Number of Magazines Read

While there are extreme differences by income levels between reader families and non-reader families, as shown above, the differences are much less marked among the reader families. Whether by actual purchase, by pass-on, or by library usage, the low income reader family manages to read more than half as many magazines as the most prosperous family.



PICTOGRAPH BY
Sales MANAGEMENT

Source: Nationwide Magazine Audience Survey, Report #3,
Magazine Advertising Bureau



The Hearst Newspapers have **Keep Hands Off**



s have warned the politicians to

s Off Business

FROM A LETTER BY

William Randolph Hearst

PUBLISHED IN THE HEARST NEWSPAPERS, MAY 13, 1935

"I think too much planned economy, which is a high sounding phrase for Government interference, is disastrous—more disastrous than none.

"It is false to assume that American industry, if unhampered by planned interference, cannot maintain its supremacy over the rest of the world as it has in the past.

"Other countries now have machinery, of course. But we can have and do have and will have better machinery.

"We have better *brains*—in industry, not in politics. Our best brains shun politics.

"American business is not perfect, but it is more nearly perfect than American politics.

"Gambling in business, as in anything else, should be barred by law.

"Honesty should be enforced in business as in every activity.

"In other respects let the American businessman conduct his own business in his own successful and beneficial manner.

"He has more ability than the politicians, and more morality, too."

W R Hearst

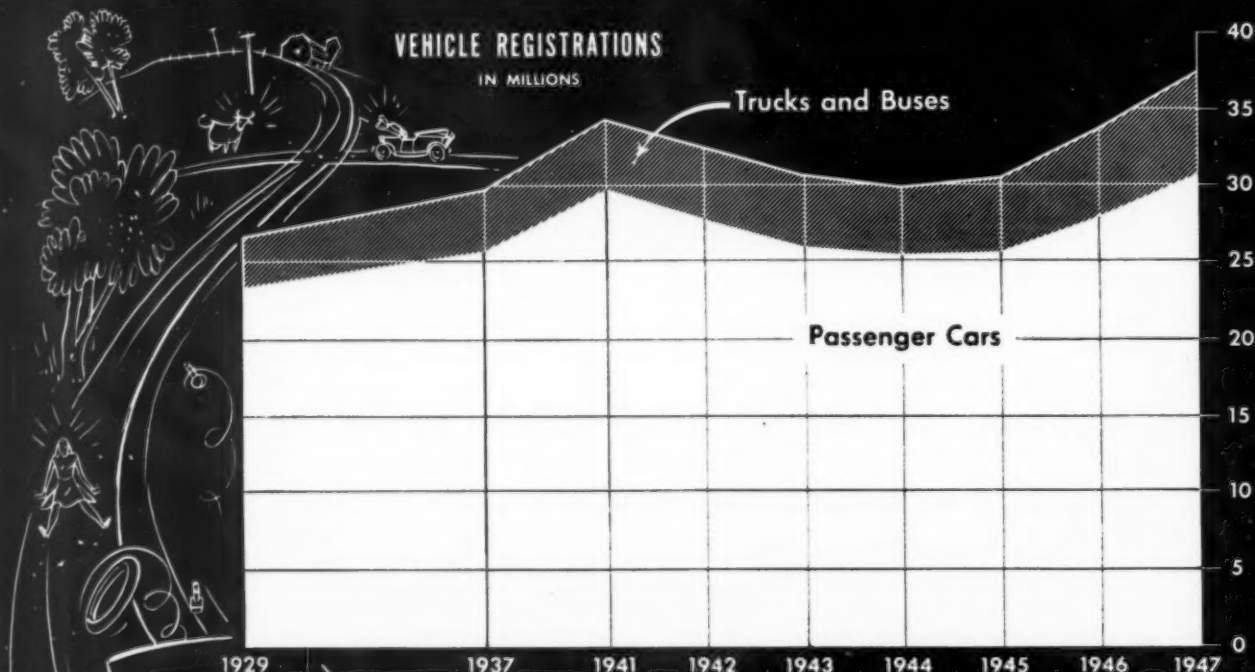
Today, as in 1935, American industry and consequently American prosperity is being hampered by ignorant political interference.

The Hearst Newspapers have warned again and again that government domination of business can be nothing less than disastrous to business and damaging to the country. And these papers continue to believe that if the American businessman is allowed to do his job in his own capable and creditable way, we will have the most united and satisfied and prosperous community in the world.



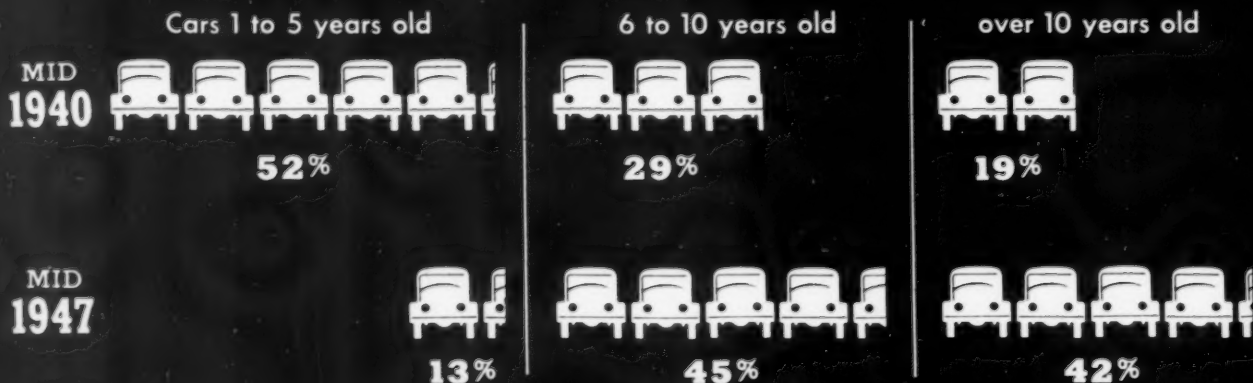
Automobile Backlog Growing Larger

Even though the number of cars in use has jumped terrifically since war's end, the replacement demand should support an annual 5 million passenger car output for the next several years, since nearly 90% of our cars are more than 5 years old.



A Collection of Antiques

Ten years ago the average age at which automobiles were scrapped was 10 years, but they have to run longer today. If all cars of 10 years and up were scrapped, there would be an immediate replacement market for nearly 16 million cars, or more than 3 times the 1947 output (second largest in history) of 4,797,587 cars and trucks.



Sources: International Statistical Bureau, Automotive Industries and R. C. Polk & Co.

PICTOGRAPH BY
Sales MANAGEMENT

HOW THE STATES RANK INDUSTRIALLY

By Plants - - By Employees

Figures compiled by McGraw-Hill Research from the McGraw-Hill Census 1947.

Manufacturing Plants With Over 100 Employees

STATES	PLANTS			EMPLOYEES		
	NO.	%	RANK	NO.	%	RANK
ALABAMA	341	1.3	19	154,250	1.3	20
ARIZONA	24	0.1	43	10,976	0.1	43
ARKANSAS	184	0.7	32	50,132	0.4	33
CALIFORNIA	1,223	4.8	7	527,703	4.5	8
COLORADO	110	0.4	36	36,159	0.3	36
CONNECTICUT	670	2.6	14	384,599	3.3	10
DELAWARE	83	0.3	39	35,791	0.3	37
DISTRICT OF COLUMBIA	32	0.1	41	19,070	0.2	40
FLORIDA	187	0.7	31	59,166	0.5	31
GEORGIA	535	2.1	15	211,669	1.8	15
IDAHO	32	0.1	42	9,520	0.1	44
ILLINOIS	1,871	7.4	4	936,443	8.0	4
INDIANA	870	3.4	9	498,127	4.2	9
IOWA	267	1.0	24	108,815	0.9	24
KANSAS	129	0.5	34	51,430	0.4	32
KENTUCKY	261	1.0	25	98,506	0.9	26
LOUISIANA	232	0.9	27	87,087	0.8	28
MAINE	211	0.8	29	88,254	0.8	27
MARYLAND	357	1.4	18	199,191	1.7	17
MASSACHUSETTS	1,416	5.6	5	635,405	5.4	6
MICHIGAN	1,182	4.7	8	894,721	7.6	5
MINNESOTA	389	1.5	17	139,980	1.2	21
MISSISSIPPI	152	0.6	33	48,841	0.4	34
MISSOURI	682	2.7	12	259,006	2.2	13
MONTANA	22	0.1	44	14,033	0.1	42
NEBRASKA	87	0.3	38	27,879	0.2	38
NEVADA	7	*	49	1,280	*	49
NEW HAMPSHIRE	199	0.8	30	75,696	0.6	29
NEW JERSEY	1,307	5.1	6	630,656	5.3	7
NEW MEXICO	9	*	46	3,435	*	46
NEW YORK	2,917	11.5	1	1,193,637	10.1	2
NORTH CAROLINA	832	3.3	10	323,901	2.7	12
NORTH DAKOTA	9	*	47	2,180	*	47
OHIO	2,000	7.9	3	1,075,852	9.1	3
OKLAHOMA	126	0.5	35	46,642	0.4	35
OREGON	257	1.0	26	73,642	0.6	30
PENNSYLVANIA	2,691	10.6	2	1,243,865	10.5	1
RHODE ISLAND	324	1.3	21	126,604	1.1	22
SOUTH CAROLINA	305	1.2	22	173,033	1.5	19
SOUTH DAKOTA	15	0.1	45	5,052	*	45
TENNESSEE	517	2.0	16	208,428	1.8	16
TEXAS	675	2.6	13	228,289	1.9	14
UTAH	62	0.2	40	17,475	0.1	41
VERMONT	91	0.4	37	26,229	0.2	39
VIRGINIA	339	1.3	20	178,344	1.5	18
WASHINGTON	279	1.1	23	113,676	0.9	23
WEST VIRGINIA	218	0.9	28	102,616	0.9	25
WISCONSIN	745	2.9	11	357,239	3.0	11
WYOMING	9	*	48	1,984	*	48
TOTAL	25,482	100.0	—	11,796,508	100.0	—

* Less than half .1%

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WHAT MECHANIZATION HAS MEANT TO FARMERS

Through mechanical aids, plus technological advances in crop and livestock yields, the average farm worker produces more than twice as much today as he did 50 years ago. In 1900 he supported himself and 7 other persons; today himself and 14 other persons.

The Gasoline Horse Takes Over

Inventory values of horses and mules, as compared with tractors, trucks, automobiles and other farm machinery, show that the farmer is becoming a big buyer from heavy industry. Figures in millions, current dollars.

HORSES AND MULES

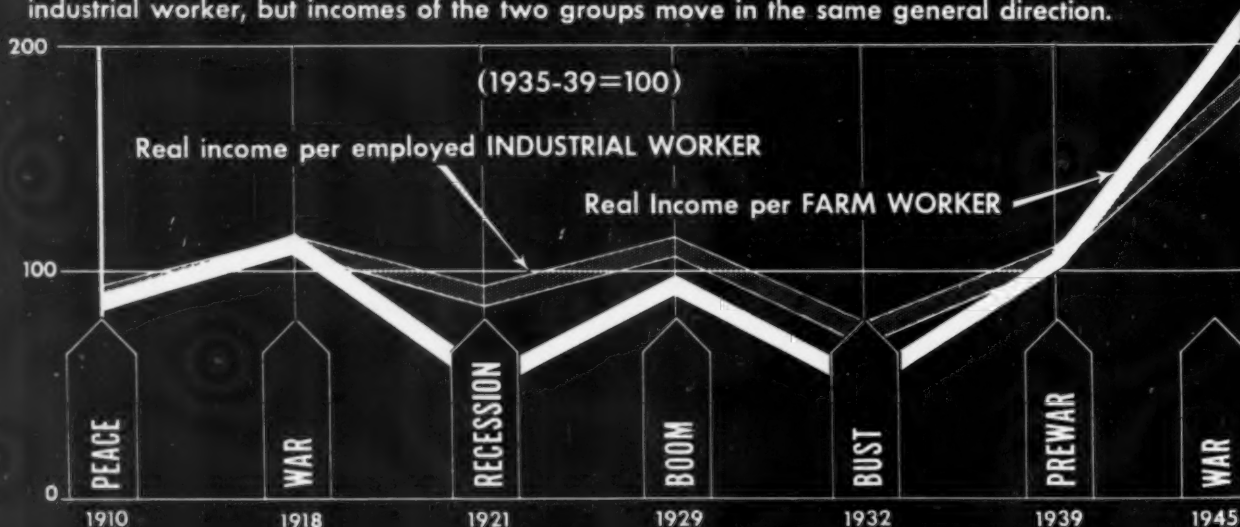
1910	○○○○○○○	2790
1918	○○○○○○○○	3104
1928	○○○○	1565
1939	○○○○	1446
1946	○○	942

ALL FARM MACHINERY

1910	○○○○	1268
1918	○○○○○○○	2280
1928	○○○○○○○○	3000
1939	○○○○○○○○	3125
1946	○○○○○○○○○○○○○○○○○○○○	6257

The Income Trend of Farm Workers

Real income per farm worker fluctuates somewhat more than does income per employed industrial worker, but incomes of the two groups move in the same general direction.



Marketing men interested in the farm field should send 20 cents to the Superintendent of Documents, Washington, for the 100 page packed-with-facts-and-figures booklet, "Progress of Farm Mechanization," M.P. 630.

Free: Kitful of Store Face-Lifting Ideas

Van Heusen offers its 5,000 retailers plans for store re-do.

The Phillips-Jones Corp., which manufactures the Van Heusen line of men's clothing, is going all-out to bring its dealer outlet stores up to the minute in design, and beyond it, merchandising-wise. Phillips-Jones is making available to retailers complete plans for store modernization and remodeling at no cost to its more than 5,000 outlets. The ambitious store modernization plan of the company, brought to fruition by Morris Lapidus, New York architect and specialist in store design, embodies such things as plans for interiors, store fronts and lighting arrangements and enables even the smallest retailer to obtain the most modern and functional fixtures.

The fixtures, which have a custom-built look, have been especially designed by Mr. Lapidus, and are equally at home in the largest and smallest shop. They include display cabinets, indirectly lit from within, with slanting shelves to facilitate "window shopping," and tables which separately, or in combination, form efficient selling units.

Retailers are being acquainted with the comprehensive plan by means of a special booklet which describes in detail the idea. The booklet points out the fact that plans for lighting, decorating and air conditioning were worked out by a number of companies cooperating with Phillips-Jones. Pittsburgh Plate Glass Co. worked on the plans for store fronts and is providing a special plan for financing that end of the operations for individual dealers; Chrysler Corp., Airtemp Division, planned the air conditioning units; Sylvania Electric Products, Inc., worked out special lighting; Fleischman Cabinets, cabinets; Pittsburgh Paints, colors; Armstrong Cork Co., did flooring plans.

From the brochure, the retailer can choose the store plan which best suits his needs and it can, in turn, be followed completely, or in part, by a local architect working alone or in cooperation with Mr. Lapidus. Once the retailer informs Phillips-Jones Corp. of his needs, the company will notify the cooperating manufacturers who will send local representatives to the retailer. Showcases and fixtures, designed by Mr. Lapidus, may be purchased only from Phillips-Jones and will be sold at cost.

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* SALES MANAGEMENT

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Industrial Anarchy: How It Breeds Unionized Sales Forces

BY A. B. ECKE

In 1933 the failure rate in the millinery industry was calamitous. It was a cut-throat business in which few made a profit and all lacked security. Then the salesmen got together and began to fight, through a union, for some degree of decency in management policies and methods.

The United Millinery Salesmen's Union, New York City, came into being in 1933 when a small group of millinery salesmen met to discuss the millinery industry in general and the plight of the salesmen in particular.

Well they might have discussed their plight, for the consensus is that at that time and a decade before, the millinery industry was in a constant state of chaos.

The economic weather in the millinery industry was stormy. In terms of the manufacturer's price, about 1,033 firms throughout the country were making ladies' hats valued at \$84,172,349, averaging 81 cents for each hat. Approximately 22,770 workers were employed at an average yearly wage of \$1,033. Wild price cutting was the rule rather than the exception.

The Salesmen Step In

Little was being done by the industry, cooperatively, at the manufacturing level, to set up reasonable ethical standards, to define and set legitimate channels of distribution, and to combat the cut-throat selling that characterized the field. Investment was precarious, salaries were sub-standard; neither manufacturing labor nor salesmen had any job security. The salesmen decided to try to do something about the situation.

(Here we see a close parallel to the history of other industries where the industry itself refused to recognize the need for cleaning its house, with the result that a salesmen's union came into being. See "Unionization of Liquor Salesmen Forces Trade Practice Cleanup," SM, February 15, 1948.)

This report, like those which have preceded it in SALES MANAGEMENT's series of articles on salesmen's unions*, seeks but two objectives: to show what conditions provided the soil for unionization, and

to explain what changes have come about because of it.

To get a clear picture of what millinery salesmen were facing in 1933, it is necessary to dip into the history of the millinery industry. A report published in 1939 by Department of Labor economists under the direction of Bertha Nienberg, with the assistance of the Millinery Stabilization Commission, the Millinery Workers Union, and the Eastern Women's Headgear Association, revealed that New York City millinery manufacturers sold about 60% or more of the hats in each price range except that above \$13.50 and including \$24 a dozen.

Their markets were nation-wide; therefore, the report pointed out, all other production areas making hats of a specific price in any volume might be considered potential competitors.

On the cheapest hat, wholesaling at \$7.50 a dozen and below, the major areas of competition with New York City were northern New Jersey, Massachusetts, and the area outside New York City and New York State and Connecticut. Minor areas of competition included Texas and Missouri.

On the largest sales-volume numbers, the report went on to say, above \$7.50 and including \$13.50 a dozen,

*See the following SALES MANAGEMENT articles: "Unions Have Substantial Foot-hold Among 'Frisco' Sales Organization," October 1, 1943; "New Issues You Will Face If Your Salesmen Are Unionized," November 20, 1947; "Abuses Breed Unionization, San Francisco Automobile Dealers Warn," January 15, 1948; "How Can You Match Merit and Pay When Salesmen Are Unionized," March 15, 1948; "Salesmen's Union 'A Tiger' in the New York Liquor Trade," May 1, 1948; "Five Reasons Why Seattle Jobber Salesmen Carry Union Cards," June 1, 1948. These articles have been combined in one portfolio reprint, available at 50c each.

competition with New York City came mainly from Illinois, Missouri, Massachusetts, and northern New Jersey.

The hat selling above \$13.50 and including \$24 a dozen was made chiefly in New York City, Massachusetts, Missouri, and Illinois.

For hats selling above \$24, Los Angeles was an important area of production, also New York State, Connecticut, the Philadelphia-Trenton area, Illinois, and San Francisco.

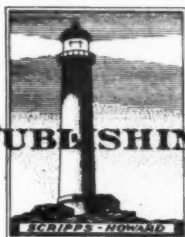
Typical of what went on, of particular concern to the millinery salesmen in New York City, was this: A manufacturer copied a \$13.50 line of hats and attempted to sell it on the market for \$10.50. Salesmen contended that when a manufacturer undersold a competitor by forfeiting a reasonable profit for himself or by forcing employees to accept wage cuts to reduce cost of production, he broke down not only his competition, but his own efforts and those of the entire industry.

Business Failures High

Between 1933 and 1936 there were in New York City approximately 700 firms who made 60% or more of the Nation's dollar volume. More than half, it is said, were operating at a loss.

There were houses whose mean percentage of net profits to gross sales was one-half to one percent. Business mortality was abnormally high. There were heads of some firms who made under \$3,500 a year in both salaries and profits, some between \$3,000 and \$5,000. Comparatively few made between \$5,000 and \$10,000.

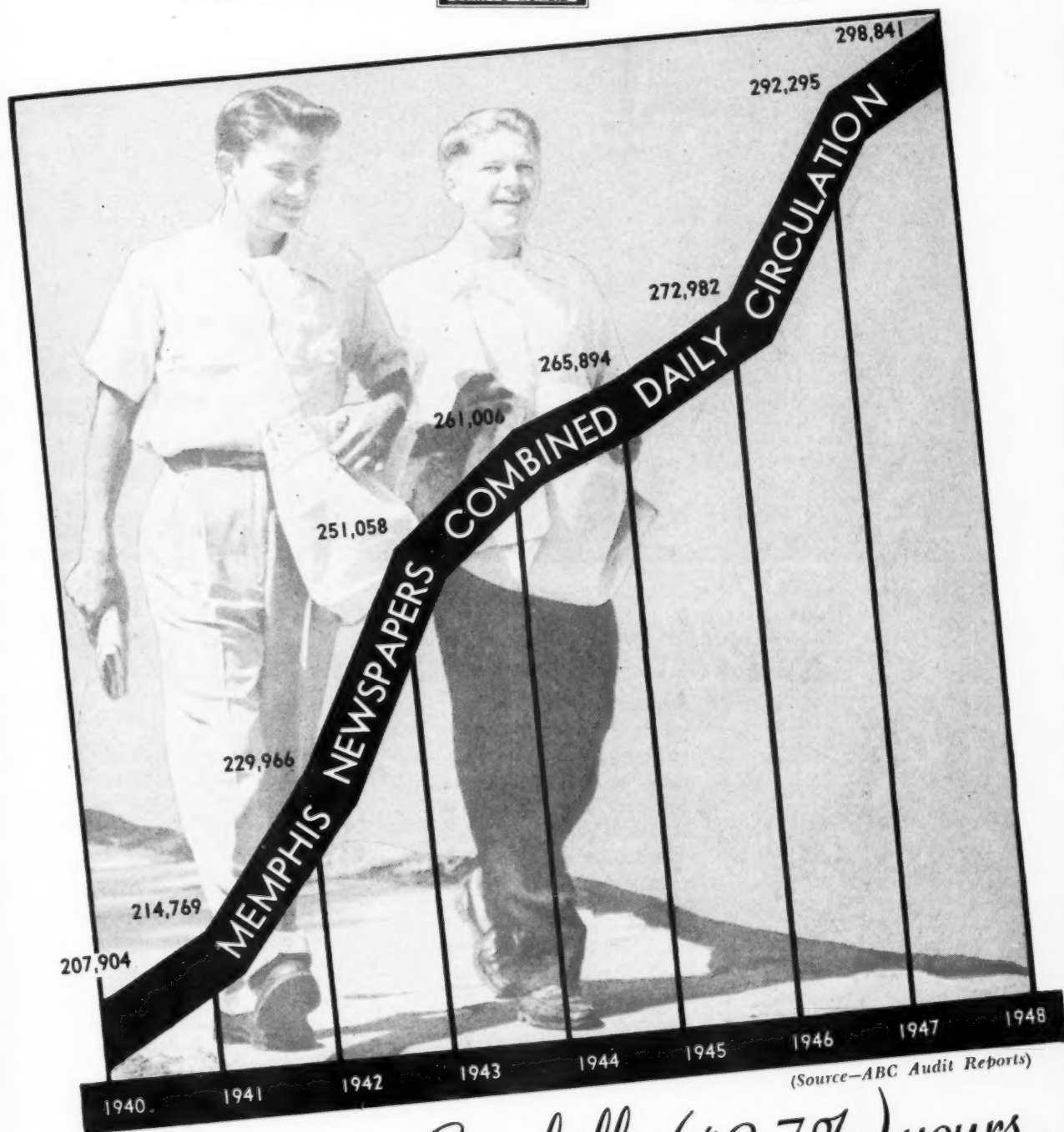
Millinery salesmen were selling without a guaranteed drawing account. They were free-lance salesmen with no guarantee of a substantial income. The injustice, they maintained, was that a man would be employed by a manufacturer, work two weeks making new contacts and promoting particular lines of hats, only to be dismissed by what they termed "the chiseling employer" who would excuse himself by saying business was dull. When orders came in from the new contacts, they were taken on as "house accounts," and no commission would be forthcoming.



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for the salesman. There was no legal tieup and the employer always won.

The salesmen had no territorial rights. Discharges were frequent, at the discretion of the employer. It was impossible for salesmen to demand terms of employment, and they could not be sure of delivery of the hats they did sell.

And so—when in 1933 millinery salesmen worried about their plight, millinery was a fly-by-night business. "Bedroom" shops abounded, employing only the owners' immediate families who made hats on contract for prices even lower than those of the mechanized shops. "One bad season and you bust; one good bust and you've got another season," was the trade saying.

Obviously, from all reports, it's been a long and hard fight, and the fight continues, although conditions are greatly improved.

The following month after the initial group of salesmen met in January, 1933, a meeting was called for all salesmen in New York City. The result was enrollment of more than 100 salesmen and the adoption of the name, United Millinery Salesmen's Union.

By November of the same year the membership of the union had increased to over 300 salesmen.

It took a year, however, before the union was actually organized and received the Federal Charter of the A. F. of L. Before the salesmen's union could be affiliated with the A. F. of L., union heads say, the latter had to be sold a "bill of goods." The argument on the part of the A. F. of L. was that salesmen could not be classified as "Workers"; therefore, the A. F. of L. management did not want to take them in.

A.F. of L. Takes Them In

However, by establishing a salary base of 7½% of sales, the salesmen persuaded the A. F. of L. to include them the same as it did piece workers. The union is now officially known as The United Millinery Salesmen's Union Local 22151 A. F. of L.

Conferences between the union and a group representing the salesmen in the higher price brackets took place in the Fall of 1936. In February, 1937, this group, comprising approximately 100 salesmen, joined up with the U. M. S. U. Thus the fight to

improve conditions not only for the salesmen, according to union heads, but for the entire industry, started.

One of the most bitter fights was over the commission house. The salesmen's union pounded away at commission houses. These, they said, crippled the interests of manufacturers, deprived salesmen of jobs and in general plunged the entire industry down a chaotic path.

In a letter to the trade, the union said: "The beginning of the downfall of the millinery business was simultaneous with the advent of certain types of commission selling houses. When workers in the industry couldn't find jobs, they got together in groups of three, four, and five, of assorted capabilities, such as blockers, operators, etc., bought machinery on the installment plan and made up a line of hats, figured it at a low price and gave it to a commission house to sell.

"The types of commission houses," said the union, "unable to get outstanding lines, yet hard-pressed for a livelihood, encouraged that form of combination as a means of filling their offices with samples. They sold on the basis of getting their commissions

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whenever the so-called manufacturers got paid for their shipments. If the lines were not comparable with the lines of legitimate manufacturers, they made up for that deficiency by being much cheaper.

"This," the union went on to say, "started the downtrend of the entire industry. These commission men were very resourceful in their eagerness to get business. They adopted methods of copying legitimate manufacturers' styles, browbeat the poor, so-called manufacturers into copying them at ridiculously low prices, and by the meanest kind of competition they forced the price of millinery even lower, until a retailer was actually able to buy one or more hats for as low as 56¼ cents per hat from jobbers. Jobbers increased like mushrooms over night.

"They were doing a smashing business. Manufacturers were working overtime to supply the demand for \$6.75 jobbers, only to find that at the end of the season they lost whatever investments they had made. They once again invested their life's savings and prepared for a new season, invariably without results. The exception to this only proved the rule.

"If, however, the commissioners weren't on the scene to encourage idle workers into going into business, the millinery business would still be in the hands of merchants selling style instead of price—at a profit . . .

"As a result of this evil, the house salesmen have organized into a union, and slowly but surely they are changing conditions. When the job of undoing the damage is completed all friends of the industry will rejoice that the most downtrodden man in the industry, the salesman, had the foresight to organize and save the situation that bade fair to destroy the industry."

It was in June, 1937, when the union heads sent that letter out. During the same month a similar letter was sent to all manufacturers who had their lines in the hands of commissioners. The letter concluded with: "The millinery salesmen stand ready to serve you and build your firms up to a point where the buying public will respect you for your product. We are ready and able to discipline any millinery salesman who does not live up to our code of honest representation and full cooperation with his employers . . ."

Significance of Strike Vote

A strike vote for August, 1937, set off a long series of negotiations and litigation in which the union demands for better contractual relations with employers, territorial rights, and the elimination of differentials in selling price between employer and salesmen were some of the points at issue.

As a result of an order from the National Labor Relations Board, six New York City millinery houses agreed, in January, 1938, to bargain with the union for those of their salesmen who were members of the union. The union began to press for closed shop contracts which would prohibit a manufacturer from placing his line with a commission resident salesman when he already employed a house salesman. Pressure was put on buyers to limit their consideration to but one line handled by a salesman. By 1940 the union developed a campaign against the "ever-increasing number of girls who were recruited by manufacturers to form an army of salespeople who cluttered up the larger buying offices in the morning and were responsible for the loss of valuable time to the legitimate salesman."

Next target was the manufacturers who were "undermining the industry" by employing incompetent salesmen who sold hats below market price to get business. In this fight the union looked to legitimate manufacturers for cooperation. By this



time the union claimed to represent about 85% of the industry.

After a one-day strike in the Fall of 1940, the union pressed its campaign to organize all manufacturers. Union committees visited buying offices to check on all salesmen. They were asked to show regular union dispensation cards, and in factories where non-union salesmen were sent out, strikes were called. During this time the union stubbornly strove for united recognition in the millinery industry of a minimum drawing account, seasonal employment for six-month periods, and all other union regulations.

Now in its 15th year, the U. M. S. U. boasts of approximately 300 so-called legitimate manufacturers' salesmen members. Although there are more in the industry, the balance of the manufacturers is represented by commission men who handle more than one line and who do not sell for one employer, or who have partners who are salesmen. They are what are called "free-lancers." The manufacturers represented in the union are manufacturers of women's hats which wholesale around \$9.50.

The union today is run more as a business than a union and, as such, the man who manages it, Ruby Wordes (a man—and most of his mail is addressed "Miss Ruby Wordes!"), has the title of "Business Manager."

At present almost a closed shop exists, and the union has become the sole bargaining agent. Contracts never run longer than six months for these reasons: If a salesman is successful, the manufacturer is glad to employ him, says Mr. Wordes. If the salesman has made connections where he cannot give honest service for his money, he doesn't want to be bound to a contract. The union will not permit breach of contract.

In the present contract "the employer agrees to pay the employee a minimum weekly drawing account of \$100. It is further agreed between the parties hereto that at the end of each month, the total dollar amount

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of goods shipped by the employer, less returns with the exception of goods shipped where a commission is paid to any other representative, shall be computed and 7½% commission shall be figured thereon, to be computed in the employee's designated territory. If the said commission exceeds the minimum drawings paid to the employee for the month in question, then the excess of such commission over such drawings shall become due and payable to the employee.

"The employer agrees to render a statement on the tenth of every month of all goods shipped by the employer to the employee's territory. The said statement shall show the amount of drawings and commissions due or paid to the employee for the month in question, and any sums which may be due the employee shall be paid them.

"The employee agrees to devote his best efforts and entire time in the interest and service of his employer and he further agrees that he will not engage in any other business or accept any other employment during the term of this agreement.

"The employer reserves the right to reject any orders for reason of credit or other circumstances warranting such rejection.

"The employer agrees to recognize

the United Millinery Salesmen's Union as the sole representative and bargaining agent for this or any future employee who may be a member of the union. The employer and the employee agree with the Union that during this contract the employee will be in good standing with the Union. The employer further agrees that in the event of replacement or if additional salesmen are to be employed by the employer and same salesmen are members of this Union, that a written contract will be entered into between the employer, employee, and the Union. The employee agrees that at no time can he, or will he, take any court action against his employer without the consent of the Union.

Automatically Renewed

"This contract shall automatically renew itself unless notice of intention to cancel same is served by either party upon the other in writing by registered mail one month before the termination of the semi-annual period . . ."

Those manufacturers who have unionized, in the majority, report that they approve of the union "because it has stopped to a great extent the chiseling on the part of the manu-

facturers as well as the salesmen by creating an organization that can eliminate legal action between employer and employee." It is said to have stopped attorneys-at-law from entering the picture on a contingency basis. The salesmen, it is pointed out, find it to their advantage to do business with the union because their differences can be adjusted without litigation. "The union," says Mr. Wordes, "at no time uses the big stick in this particular union."

When the union was first organized the minimum drawing account was \$35 a week. Today the minimum is \$100 a week and all excess earnings a man can accumulate at the rate of 7½% commission. Numbers of salesmen run up earnings of \$18,000 and more a year. The average salesman does not earn less than \$6,000 a year. "This is," says Mr. Wordes, "quite a contrast to what went on before unionization, when many times a salesman would go home with scarcely enough to pay the next month's rent."

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Traveling salesmen have a drawing account of the minimum \$100 a week or above, depending on the time spent on the road, and 7½% on all sales. Traveling expenses are all borne by the manufacturer and deducted from commissions earned. If the salesman does not earn his expenses, the manufacturer has to bear them regardless. Salesmen covering the Middle West and on out to the Pacific Coast get 10% of their gross sales to offset the amount of money required from that particular business.

99% Unionized

According to Mr. Wordes, approximately 99% of the salesmen for "legitimate" millinery houses are unionized. The union, he says, does not accept as members salesmen who are free-lancing for two or more firms. It accepts only those salesmen who represent one firm.

Reports from salesmen who are members of the union are that they are in the majority satisfied because they now have steady employment and an assured weekly drawing account all year 'round, with the two contracts a year. Regardless of the fact that during some seasons the percentage of turnover is bigger than prior seasons, all salesmen are employed throughout the entire year. A salesman may switch jobs, but he is always employed.

"The union," Mr. Wordes says, "is determined to forge ahead." Keenly aware of what he calls the "degrading conditions still in the millinery industry," the union is contemplating to organize the industry in New York City 100% for the benefit of fair-minded manufacturers who are suffering losses through unfair practices of a few chiseling employers. The union aim is to cooperate wholeheartedly with fair manufacturers to eliminate unfair competition for the benefit of legitimate manufacturers who write and live up to a *bona fide* contract of em-

ployment. The union believes that at no time should the fair-minded manufacturer be handicapped by the chiseling employer who still would like to employ salesmen under conditions that prevailed in the industry before the inception of the union."

The fight is still on between certain types of commission resident buyers, both individuals and firms. Commission resident buyers are reported to do a considerable amount of the millinery industry's business. It is estimated that something like 10% of the \$85 to \$90 million annual volume in millinery is placed through their offices.

In the past, several actions on the part of the union were filed against commission resident men but, according to reports, they were never brought to conclusion. Back in 1938 the U. M. S. U. filed charges with the Federal Trade Commission against certain commission resident buyers, alleging that these buyers were violating Anti-Trust laws, as amended by the Robinson-Patman Act, by demanding commissions from manufacturers in return for placing orders from customers they represented.

The commission buyers in the past apparently had legal interpretations of the application of the Act which, they said, assured that their businesses were within the law. They argued that the commission buyer rendered a sales service and therefore was entitled to a fee.

Formation of N.A.M.B.

However, in May, 1942, the National Association of Commission Representatives announced that its name would be changed to National Association of Merchandise Brokers. The merchandise broker, heads of the association pointed out, would represent, from that time on, the manufacturer and wholesaler with the retailer as their customer, instead of client, as formerly.

In explanation, the N. A. M. B. heads said: "We are taking this step in a purely voluntary manner, and we believe that it will strengthen our position. We are not doing it because of any FTC ruling, but as a means of burying a bone of contention that has been rife for almost 50 years. We are merely clarifying our position in the economic picture." They pointed out that the N. A. M. B. "is doing basically what the commission resident buyer has been doing, with the exception of the new relationship with manufacturer and buyer. Far from duplicating the service of salesmen, we give the manufacturers access to



ACB Services are helpful to advertisers and their agencies

● How soon and how fully do you know of important changes in the selling and promotion of competitive products?

It is almost impossible to follow these changes as they occur in the 1,738 U. S. dailies unless you are a subscriber to ACB Newspaper Research Services. But with these services, you are kept informed of any changes and necessary details promptly.

Many other important developments are revealed in detail by ACB's Research Reports as they appear anywhere in daily newspaper advertising.

ACB Advertising Linage reports have been used by leading merchandisers for many years. They are made up to your own specifications as to information or areas covered. A catalog covering 12 services will be sent executives on request.



Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)
538 S. Clark St., CHICAGO (5)
16 First Street, SAN FRANCISCO (5)



The
**ADVERTISING
CHECKING BUREAU
INC.**

CORRECTION:

The article "Tips on Running a Successful Panel Program", which appeared in SM for June 15, should have been credited wholly to Mr. Leroy Lewis.

Keep your catalogs in the thick of the buying

- If you send out your catalog only to people who write for it, you cover some good prospects, but you also miss a lot who didn't write — or who wrote to your competitors.
- If you send your catalog to all the prospects you know of, you can be pretty sure that more than half of them won't be able to find it when they want it.

Some manufacturers are willing to accept these wasteful conditions. Others have noted that Sweet's Catalog Service invented a way to lick the problem.

Now, as clients of Sweet's, they send their catalogs to all of their most important prospects with the assurance that they can always be found and used in a few seconds, whenever needed.

If you market your products in the construction, power or manufacturing fields, Sweet's can help you keep your catalogs in the thick of the buying. Will you let us outline the plan in terms of your individual needs?

Sweet's Catalog Service

Division of F.W. Dodge Corporation

119 West 40th Street, New York 18, N.Y.



retailers through whose stores we control an approximate annual volume of \$650,000,000."

Then, soon after the announcement of its change of name the N. A. M. B. ran a series of advertisements in the industry's business papers, stating just who were represented in the association. One advertisement pointed out: "The merchandise brokers are independent sales agents who perform the service of negotiating the sale of apparel for and on behalf of the seller as principal. They are not employed by or under the control of the purchaser, and their compensation is a commission or brokerage fee paid by the seller. The merchandise brokers represent the manufacturers and wholesalers in the apparel industry. As brokers, individual members have a large scope of operation and efficiency both to the principals (manufacturers or wholesalers) and their customers (the retailers or jobbers)."

Another advertisement said: "Over 15,237 apparel retailers are customers of merchandise brokers. It is the greatest sales unit in the United States. They have a coverage of over 57% from the total of 22,700 stores in the country. As merchandise brokers, they create sales for the manufacturers whom they represent . . ." (Millinery of course is included in what is termed "apparel.")

Important FTC Ruling

Later, in 1942, the FTC brought to a conclusion one of the most bitter disputes in the apparel trades. It ruled that it is legal for manufacturers and wholesalers "to pay commissions to brokers in any and all transactions in which the 'broker' renders to them a *bona fide* selling service as their broker or agent and does not act for, or on behalf, or under, the direct or indirect control of the purchasers in such transaction."

Merchandise brokers now operate as independent sales agents only on behalf of wholesalers and producers. They collect fees only from these principals. They do not enter into any agreements or contracts with retail customers and they make no rebates to retailers. They are not permitted to plan and conduct sales campaigns and promotions except for their principals, are prohibited from guaranteeing payment by retailers to principals. All records, books, etc., conform to N. A. M. B.'s by-laws and rules.

There are some differences of opinion among manufacturers as to the benefits of the union. There are those who still believe that U. M. S. U. is attempting to compel them to accept

its regulations under false pretenses — "a means of improving everybody's lot, manufacturers and salesmen alike."

On the other hand, there are manufacturers who believe that both the leaders and the members of the union are genuinely interested in the welfare of the industry as a whole.

An Unbiased Opinion

A representative spokesman, Daniel Epstein, president of Dana Hats, manufacturing company, and president of the Associated Millinery Men, Inc., an outgrowth of an earlier group known as the Associated League of Hat Salesmen, says: "There is no reason why the U. M. S. U. should not be successful. I have every reason to believe that it is trying to cooperate to advance the industry to newer and greater achievement. I sympathize with the salesmen because I used to be a salesman myself."

"In the membership of the Associated Millinery Men, Inc.," Mr. Epstein points out, "we foster a fellowship among all the members of our industry. Representatives of all branches of our business are brought together, manufacturers, salesmen, buyers. We dine together, play together, confer with one another."

Mr. Epstein, however, laments the fact that there is a scarcity of new salesmen coming up through the ranks. In one way, he says, unionization of stock boys has been a detriment. Heretofore, he points out, it has been the rule in the millinery business to engage for selling work men who have been trained in all departments—men who, by coming up through the ranks, know the millinery business from blocking on up. All that, he says, is over now and the "lovable old timers" are fast disappearing. Selling in the millinery business is successful, he maintains, only when a salesman goes on year after year on his own individuality, building lasting good-will among the buyers he calls on and servicing their individual needs in order to sell the consumer that "intangible thing called 'style' according to her whims."

On the other hand, Mr. Epstein says that unionization of salesmen has cleaned up a lot of unfairness which salesmen had to hurdle in order to earn their just rewards. Out of the fight, he believes, progress will continue.

There are some manufacturers who are against the regulations of the union, saying that the star salesmen are brought down to the same level as that of the less energetic ones. Both, they say, get the same drawing account. If they choose to work hard

SALES MANAGEMENT

and pile up earnings on their 7½% commission—all right. If they don't—that's something else again and the manufacturer suffers loss of business to competitors.

Looking at the broader strokes in the picture from a distance, it appears that the healthy bargaining relationships of the needle trades have had their influence, as has the Hatter, Cap and Millinery Workers' International Union, United (A. F. of L.), and the Millinery Stabilization Commission.

The United Hatters is not a large union and it cannot crush the American economy as can the United Mine Workers. Nevertheless it has prestige and it is watched by other industries. It was influential at A. F. of L. conventions in opening a drive for Social Security. One of its leaders aided in founding the C. I. O. It was emphatically against communism in 1947. Max Zaritsky, present head of

the Hatters Union, it is pointed out, suggested the establishment of individual self-government in the millinery trade.

In the Summer of 1935 the workers' union and the manufacturers crossed swords over piece rates. The Eastern Women's Headgear Association threatened to abolish the collective agreement. The union refused to confer with the employers until they held to the agreement. A lock-out was threatened by the employers to start on November 8. However, a few days before that date the late Fiorello La Guardia brought both groups together in a conference. The result was the formation of the Millinery Stabilization Commission, which was set up to investigate the trade practices and labor conditions. It became—and still is—one of the most important influences in developing labor-management cooperation in the millinery industry.



Dealer Display

With the idea of getting better displays in retail stores, the sales department of Bendix Home Appliances, Inc., South Bend, Ind., has worked out a compact and functional "complete department" for presenting its washer, dryer and ironer to prospective buyers. The display requires only 72 square feet of floor space.

The display is in three sections and these may be used in a straight line against a wall, L-shaped, U-shaped, back-to-back or around a column. Ten-inch cut-out letters fit into a channel at the top of the display to identify the products as by Bendix. An interchangeable glass panel, illuminated, identifies each product individually. A spotlight shines on each. Construction is oak and masonite. Each unit is 4 feet wide, 7 feet high and has a supporting "foot" 20 inches along the floor.

CLEARTYPE AND COLORPRINT

MAPS FOR SALES PLANNING

MAPS FOR DEALER LOCATIONS

MAPS FOR SALES ROUTING

MAPS FOR ALL PURPOSES
WRITE FOR COMPLETE PRICE LIST

AMERICAN MAP COMPANY INC.
16 East 42 St. New York 17, N. Y.

"Fred . . . keep this strictly confidential!"



"I'm mailing you a DISCopy of this SoundScriber recording of our conversation."

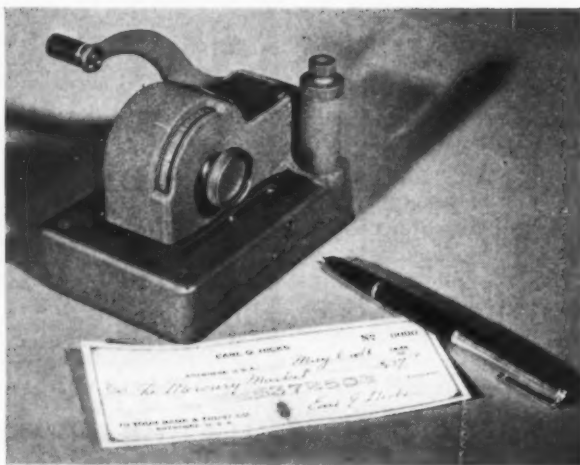
SoundScriber's latest, exclusive DISCopying doubles the convenience of telephone recording. Now you may exchange confidential information without transcribing it . . . make verbatim live-voice copies of your phone calls *automatically*, by DISCopying them for personnel concerned. Make as many DISCopies as you need, retain the original . . . send a DISCopy to the voice at the other end of the line for confirmation. And it's done right at your desk on the SoundScriber that records your daily dictation.

DISCopying is standard in all SoundScriber recorders . . . at no additional cost. Ask for a demonstration by any of SoundScriber's 220 national Sales and Service outlets or mail the coupon, *today!*

SOUNDSCRIBER
Trade Mark
ELECTRONIC DICTATING AND RECORDING EQUIPMENT

The SOUNDSCRIBER CORPORATION,
Dept. SM-7, New Haven 4, Conn.
Send me information on DISCopying.

NAME _____
ADDRESS _____
CITY _____ STATE _____



CHECK PROTECTOR: Designed to meet the needs of owners of small businesses, professional people, personal bank account holders, this unit makes it impossible to alter amount of check without destroying entire check.

coming your way . . .

..... **personal protectograph**, a miniature of the office model Protectograph, will soon be displayed in the major department stores in the country. It is designed to meet the needs of personal bank account holders, owners of small businesses, professional people, and others writing limited numbers of checks but still desiring the prestige and protection of a check-writer imprint. The new unit shreds the check amount into the check fiber in indelible ink, making it impossible to alter the amount without destroying the entire check. It is small and compact and finished in gray crackle with red trim. Manufactured by the Todd Co., 1150 University Ave., Rochester 7, N. Y.



SOLDERING tool for many metals



SKIDDING prevented by Rugback

..... **rugback**, a development of United States Rubber Co., is an anti-skid backing for rugs and carpets. When it is applied to the back of a rug it forms a tough, flexible, transparent film that keeps the rug from slipping without sticking it to the floor. It also seals in the loops of hooked rugs and prevents rug curling. Rugback is distributed by John Dritz & Sons, 79 Madison Ave., New York 16, N. Y.

..... **new improved solder** that will solder any metal except aluminum and magnesium has been perfected. The metals that this Tri-core "Leakpruf" Acid-filled Solder may be used on include such difficult-to-solder metals as stainless steel, monel, and nickel. It is claimed that the acid core solder will not leak and that it is easier and more efficient to use.

..... **vue-scope** magnifies television images and at the same time tints them blue to reduce eyestrain and glare. Representing a radically new idea in lenses, the Vue-Scope is made by enclosing a clear liquid between two sheets of Plexiglas, the transparent shatter-resistant plastic produced by Rohm & Haas. The convex front is crystal clear. The flat rear sheet is light blue in color and is the one which reduces image glare by filtering objectionally bright rays of light. The new magnifier is mounted on brackets which permit horizontal and vertical adjustment to screens of various sizes. The Vue-Scope is being introduced by the Celomat Corp., 521 West 23 Street, New York, N. Y.

..... **nylon hand-knitting yarns** for sweaters and socks, made of 100% duPont nylon staple will appear on the retail market this summer. The nylon yarns have a wool-like appearance and have advantages not found in natural wool. They are soft and warm and have a pleasing lustre. Garments knitted with these yarns are easy to wash, are practically shrink-proof and hold their original size and shape. It is said that repeated washings actually seem to improve the texture of the nylon knitted garments. Hot water can be used in laundering the garments without danger of a harshening effect. They also may be dry cleaned with any standard cleaning fluid that is satisfactory for other fibres. Articles made of the new yarns need no special protection from moths because, when put away clean, all-nylon garments have no attraction for the destructive insects. The nylon yarns are a development of James Lees & Sons, Bridgeport, Pa.

..... **shurlock**, an auxiliary door lock for four-door automobiles, is designed to prevent accidental or intentional opening of the rear doors without the knowledge of the driver. It is a simple gadget with no moving parts and can be attached without tools, nuts or bolts. Made of polished stainless steel, the lock will not bend, break or rust. When not in use as a door lock it can be carried in the glove compartment or coat pocket and used as a windshield scraper or bottle opener. It will be put on the market early in the summer by Shurlock Opener Corp., Medical Arts Bldg., Waco, Texas.

SALES MANAGEMENT



Your advertising gets more readers per thousand circulation in POPULAR MECHANICS because our readers—having the P.M. Mind—read ads deliberately.

TO SELL ANYTHING* MEN BUY...

Reach the **PM** Mind

★ That means ANYTHING from shoes to shampoo . . . razors to raincoats . . . ties to tires . . . watches, cars, radios, golf balls, pipe tobacco, cameras, shotguns, fishing rods, railway vacation trips — a list without end. More than ONE MILLION circulation . . . more than 4½ MILLION MALE readers.



MANHATTAN MOOD: Inbound passengers on the New Jersey approach to New York receive a double welcome from Angostura's outdoor poster.

Angostura Reverses Sales Sag In Face of Liquor Slump

Based on an Interview with **IRVING P. MacPHERSON, JR.**
Vice-President and Sales Manager, The Angostura-Wuppermann Corp.

Better sales promotion, better advertising, and a newly set up sales control plan did it. First-quarter sales for 1948 jumped 25% over 1947, while liquor, in the same period, was taking it on the chin to the tune of an 18% decline.

In 1946, Angostura Aromatic Bitters enjoyed the best sales in its 125-year history. In 1947, reflecting the state of the liquor industry—to which bitters are closely tied—sales began to drop sharply. By adopting an aggressive merchandising and advertising program and through initiating a new sales control system, the company quickly recovered, to the tune of a 25% increase over the preceding year for the first quarter of 1948—as against an 18% decline for the liquor business as a whole! Actually, the pick-up started in the last half of 1947, when sales were 30% higher than for the same period in 1946, though the industry as a whole had 30% less volume.

Angostura Bitters, as most persons fond of good living know, are used as an ingredient in many mixed drinks, notably the Manhattan and the Old Fashioned cocktails. To a limited, but growing extent, they are also used by discriminating cooks in preparing certain dishes. In 1946, as stated earlier, the product enjoyed the best year of its history. The downward slide in the first half of 1947 came as an unpleasant surprise to all concerned.

Arthur B. LaFar, the newly elected president, and Irving P. Mac-

Pherson, newly elected vice-president in charge of sales, in June, 1947, believed that there must be a huge, untapped market for bitters, which might be developed through proper promotion. Moreover, it seemed apparent that if sales had carried along without much over-all direction, they might, through the adoption of a sales control system, be bolstered. A program of this kind was initiated, providing for a daily review of sales, spot-checking of individual sales accounts and other methods of helping the brokers, through whom the company sells, to boost volume.

As the first step toward its goal, the management analyzed the market. Angostura aromatic bitters, like many other beverage items, are sold through brokers, who in turn sell to jobbers. Brokers handle many items, so there is competition for their time and interest. Angostura decided to make it easy for brokers to appraise the potential worth of prospects and customers. First of all, a close check was made of the product's national wholesale distribution. Distribution was found to be spotty. All active wholesale accounts were analyzed to learn wherein the 601 key markets shown on the Hearst Marketing Map, the company had jobber representation.

When this information had been gathered, blue pins were placed on the map to mark cities where there was jobber coverage, the red pins where coverage was lacking. This simplified the task of assigning previously uncovered markets to brokers and jobbers who could best cover them.

The next step was to set up a Kardex system of sales control. The Kardex system shows sales of each broker for the current month, his total sales to date for the month and for the year, in relation to both the monthly and the yearly quotas, and his sales for the previous year. The figures are given in "sales cases," to which gallons represented by bottles of various sizes have been converted, for convenience in keeping records. A second set of figures show sales for the current year to date, and for each month of the two preceding years, according to bottle sizes.

A cumulative record of the customer's purchases to date, during the current quarterly period, is also a part of this second set of cards. It is kept on a detachable sheet, which is removed at the end of the quarter, when the sales for that period are entered on the permanent card. The visible margin of this pocket card has three movable plastic signals, through the use of which, anyone examining the file may get a good idea of the status of the account at a glance.

Another part of the system is the over-all, cumulative record kept by Sales Manager MacPherson, a kind of summary of the whole system by which he can see at a glance each

Cut Unit Sales Costs?



Top Management says: "It's gotta be done!"

It seems as if every other business speech these days is on the subject of "Lower Distribution Costs." And not just jobber-wholesaler costs, either! The spotlight is on *all* sales costs. Management the land over is stirring up its sales departments with hot poker. Speeches may only be words, but Management is out for *action*.

How do you translate the high-sounding generality of "lower distribution costs" into specific action that fits your own sales situation?

You cut sales costs the way your Production Manager cuts production costs

... through improved mechanization.

The Production Manager mechanizes the plant to enable his men to produce more goods faster and at lower unit cost.

The Sales Manager "mechanizes" *his* operation to enable his salesmen to produce more orders faster and at lower unit cost.

Direct mail, publication advertising, catalogs, sales presentations, handbooks, radio—these and all other mechanical means of transmitting sales information are the Sales Manager's order-producing, cost-reducing tools.

They inform prospective buyers and keep them informed.

Besides multiplying sales contacts among the important people your salesmen see regularly, they reach many your salesmen *can't* reach often, and may not even know.

They make it possible for your salesmen to spend more time *closing* sales.

Here's how you put sales "mechanization" to work

You start by employing the principles of sales analysis similar to those you use to step up the efficiency of your sales and distribution organization. Taking one step at a time, one product at a time in one market at a time, you proceed something like this:

1. Review *all* the specifying and buying influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you know—*for sure*—what they think and *why* they think it?)

3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.

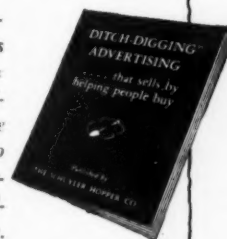
4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

See how that can help cut unit sales costs?

You soon find yourself making better use of the right sales tool for doing each part of the selling job cheapest and fastest. You leave less of the *telling* in selling to the highest cost tool of all—the salesman. And you cut out some more of the waste by *concentrating* your effort where it will do the most good.

But the biggest saving of all comes from the increased power of advertising that's planned and written after we've *first found out, for sure, what will interest your prospects.*

This 20-page booklet, "Ditch-Digging' Advertising That Sells By Helping People Buy," (Res: U. S. Pat. Off.) explains the principles that help build sales volume at lower unit cost. It's free to sales executives who are interested in developing the full selling power of their advertising.



THE SCHUYLER HOPPER Co.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790

SMITH & JONES CO. — 1948

SALES: MONTH TO DATE

YEAR TO DATE

1947

DATE	SALES		BALANCE	DATE	SALES		BALANCE	DATE	SALES		BALANCE
	Daily	To Date			Daily	To Date			Daily	To Date	
Jan.	Monthly Quota		465	Jan.	Yearly Quota	4550		Jan.			
5	89	89	376	5	89	89	1161	2	30 ¹ / ₂	30 ¹ / ₂	
6	10	99	366	6	10	99	1151	3	10	10 ¹ / ₂	
7	34 ¹ / ₂	133 ¹ / ₂	331 ¹ / ₂	7	34 ¹ / ₂	133 ¹ / ₂	1116 ¹ / ₂	4	3	13 ¹ / ₂	
8	13 ¹ / ₂	147	318	8	13 ¹ / ₂	147	1103	7	10	83 ¹ / ₂	

TALLIES ON BROKERS: Angostura sells to brokers. On 8 x 10-inch Kardex, Angostura maintains a daily running score of sales, month and year to date, contrasting with quotas. Figures are by gallonage and bottle.



1947 Quota 4000

SALES QUOTA

1948

Mo.	SALES CASES		16 oz.	8 oz.	4 oz.	2 oz.	Mo.	SALES CASES		16 oz.	8 oz.	4 oz.	2 oz.
	Total	Balance						Total	Balance				
Jan.	305	3695	21	200	216	720	Jan.	321	4226	18	236	504	196
Feb.	320	3375	25	260	420	480	Feb.						
Mar.	290	3085	15	240	300	640	Feb.	210	4016	23	160	276	304

broker's total sales against a pre-determined quota. This is kept on a daily basis.

The system of entering sales both in "sales cases" (which show total gallonage and give a comprehensive picture of volume) and in bottle sizes reflects the differences in trends of purchases by night clubs, hotels and bars (which buy the larger units) and home buying. Currently, sales are up for the smaller units, reflecting a rise in drinking in the home. This rise is not accidental, so far as Angostura is concerned. The firm's promotion program has helped to bring it about.

During the first half of 1947, volume of Angostura sales followed the curve for the liquor industry as a whole, and was 42% behind the figure for 1946—the best in the firm's history. In the last six months of 1947, when the company's campaign began to bear fruit, volume was 30% ahead of that for the preceding year. This was before the new policy re-

garding advertising had been put into effect, and resulted largely from the new sales control system.

In 1947, Angostura set out to increase use of bitters in food preparation. First step was distribution of a 10 x 14-inch brochure, "The Touch Beyond," to home economists. Beautifully illustrated in color and sepia, the book disclosed food applications for bitters, previously known only to a few metropolitan chefs. The book was directed to home economists rather than to housewives in general, with the thought that those women would be more receptive to the idea of using bitters in cooking, and that, as leaders in their fields, they would spread such unusual ideas to women in general.

Next, Angostura changed its advertising policy, seeking a broader market. Previously Angostura aromatic bitters had been advertised chiefly in small space in class publications. In keeping with the decision to go after mass markets, advertising has been appearing in *Life* this year. The copy theme encourages average families to serve more Manhattans and Old Fashioneds, both of which have bitters as an ingredient. An outdoor sign is also being used, in a strategic location, near Secaucus, N. J., where railway passengers are likely to be conscious that they are nearing Manhattan, chief borough of New York City. It shows a huge appetizing-looking Manhattan cocktail, with the line of copy reading, "Welcome to Manhattan."

In the *Life* copy, there is the offer of a Professional Mixing Guide for 10c. Response to the offer has been so large that the company had to turn inquiries over to a mailing organization. Though it has a different cover, the booklet is the famous, 50 year old standby of bartenders, who have consistently requested it and used it in great numbers, in recent years at the rate of three-quarters of a million copies. Partly because its recipes are good ones, and largely because it does not plug specific brands (it recommends the use of bitters in beverages only when they are necessary), the book is always in demand.

KEEPS TAB ON WHOLESALERS: On its 5 x 8-inch Kardex, Angostura notes type of business, and maintains running score on purchases, and kinds of point-of-sale material delivered monthly to wholesalers.

CUSTOMER	JOHN JONES WHOLESALE COMPANY										JAN.	80						
500 MAIN ST., KANSAS CITY, MO.												FEB.	20					
ADDRESS												MAR.	70					
												APR.	50					
ADDRESS												MAY	15					
												JUNE	38					
BRANCH												JULY	35					
BUSINESS					DISTRIBUTION P. OF S. MATERIAL													
LIQ.	GROCERY	DRUG	SUPPLY	MISC.	YR.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	REMARKS
Whse.	X				1946													
Chain					1947													



searching for something?

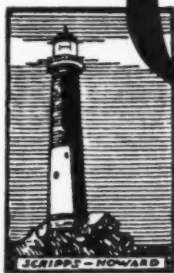
FOR CINCINNATI MARKET INFORMATION

SEE THE POST!

To help you sell Cincinnati, The Post has compiled—and is constantly collecting—a wealth of pertinent data covering all phases of market research. Much of this information is not available from any other source. To receive market and marketing information tailored to your specific needs, just ASK THE POST!

Bear in mind, too, that The Post delivers Cincinnati's largest exclusive daily audience. All told, The Post reaches more than half a million people each week-day.

The Cincinnati Post



THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, Manager, General Advertising

CINCINNATI 2, OHIO

Represented by the General Advertising Department of Scripps-Howard Newspapers

NEWSPAPER READERSHIP

FAMILY DATA

RETAIL SALES OF DEPARTMENT
STORE TYPE MERCHANDISE

Wearing Apparel

Furniture

Home Furnishings

Appliances

CONTINUOUS GROCERY INVENTORY

GROCERY DISTRIBUTION CHECK

ROUTE LISTS

Grocery

Liquor

Drugs

Wines

POPULATION DENSITY

SHOPPING CENTERS

ECONOMIC AREAS

WHOLESALE OUTLETS

Before choosing any printing paper...

Look at Levelcoat*

Look at Levelcoat... for brightness

Eye it. See how the use of specially selected clays gives sparkling surface brilliance to Levelcoat* printing paper. Print with it! Picture type and illustration in the brightest looking book you've ever produced — on a background of Levelcoat luster.

Look at Levelcoat... for smoothness

Let Levelcoat show you how swan-smooth a paper surface can be. You'll discover a satiny coating flowed on with watchmaker precision — a smoothness which makes beautiful kiss-impression printing both easier to produce and more certain in effect.

Look at Levelcoat... for printability

The press itself can prove to you the outstanding printability of Levelcoat. On your next printing job, test the uniformly smooth performance of this distinctive paper. You'll be happy with the results, pleased that you gave your printing the Levelcoat lift.



Illustrated here is a typical use of Levelcoat*, not an actual booklet.

IT PAYS TO LOOK AT LEVELCOAT



Levelcoat* printing papers are made in these grades: Trufect†, Kimfect†, Multifect† and Rotofect†.

* TRADEMARK.
† T. M. REG. U. S. PAT. OFF.

KIMBERLY-CLARK CORPORATION, NEENAH, WISCONSIN



FREE SUGAR: When sugar was on ration, soft drink selling was easy. Here, "Easy Sales" is about to get a stiff jab from "free sugar." No finger pointing here.

Seven-Up Spices Facts with Fun At Annual Bottler's Sales Confab

Does this sound like a company's national sales convention? No speeches, but skits—with vaudeville trimmings; and on charts with astatic statistics, but animated displays. Even the panel discussions, held on a flood-light stage, take on a theatrical hue.

It's the sprightly sales confab of the 800 bottlers and plant managers of the Seven-Up Co., St. Louis. For the third consecutive year, Seven-Up has broken with tradition to stage a single bang-up sales meet in place of a series of regional conferences with the customary pall of talk-talk-talk.

The two-day meeting is held in St. Louis's Hotel Jefferson. The banquet hall seats 1,000 at tables, an important consideration in this sales convention. It's equipped with stage, lighting and sound facilities. Adjoining rooms are used for displays and film showings.

Three weeks before the big show goes on the boards, a professional director and an experienced stage manager commence to mold the Seven-Up home office executive and administrative staff into actors who won't fluff lines.

Plans for the two, six-hour stage shows which are the heart of the convention, are laid almost 10 months in advance. Seven-Up executives draw up a schedule of proposed points. This schedule is edited and integrated by a committee of four: H. C. Grigg, Seven-Up's president; Ben Wells, vice-president in charge of sales and advertising; J. M. Thul, advertising manager; and D. J. O'Connell, sales training director.

Specific writing assignments are given to staff members. Deadline for the script is two months ahead of the convention. After all scripts are in, they're polished by this committee of four, together with representatives of Seven-Up's advertising agency, J. Walter Thompson Co.

Seven-Up's bottlers are not entertained and amused for two days and then forgotten. Panel discussions are printed in a booklet and mailed to all persons attending the convention. This year the entire convention was recorded on wire. The recording is available for field use. Seven-Up's bottlers can order copies of scripts from a check list sent to them.



SALES PAYOFF: An off-stage voice thinks out loud for Mrs. Housewife (left) as Seven-Up's point of display clinches the sale. Stage display (below) adds life to recap on dealer sales increases.





A part of YOUR business you never see!

Whether you send or receive shipments by Railway Express, you never see most of the steps required in making this complete, nation-wide shipping service a vital part of your business.

The complete facilities of Railway Express are what you depend upon . . . the door-to-door convenience of pick-up and delivery in all cities and principal towns, the flexibility in meeting the needs of your particular industry — as well as all your personal shipping requirements. To you, Railway Express means fast service, always at your call.

It's good business to say, "Ship it RAILWAY EXPRESS!"

RAILWAY EXPRESS



...Maintains 23,000 offices (there's one near your factory, office or home) . . . Uses 10,000 passenger trains daily. . . Has 18,000 motor vehicles in its pick-up and delivery services. . . Offers extra-fast Air Express with direct service to 1,078 cities and towns.



NATION-WIDE RAIL-AIR SERVICE

Simple Mailers Develop Hot Leads for Lathe-Maker

Based on an interview by Dwight L. Bicknell with
B. N. BROCKMAN • Vice-President and Sales Manager,
The R. K. LeBlond Machine Tool Co.

LeBlond uncovers unsuspected sales potential in a special-purpose machine tool through inexpensive direct advertising. The company found, too, that these promotion pieces stimulated inquiries for other, higher-profit, items in the line.

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LeBlond has been using direct mail for some time with a fair degree of success in general promotion, coupled with business magazine advertising, but had not used direct mail to sell special purpose tools.

The sale of special purpose machines presented a problem for B. N. Brockman, vice-president and general sales manager, and Sidney Best, advertising manager. Pointing to the obvious, Brockman says that LeBlond salesmen hardly could be expected to lug machine tools around in their sample cases. Neither could distributors carry complete lines as samples; too much capital would be tied up in low turnover items.

Direct Mail to Sell

It was at this point that LeBlond turned to direct mail to sell its special purpose tools. LeBlond figuratively pulled down from the shelf and dusted off a special purpose machine tool—a standard metal working lathe adapted to finishing rubber rolls used in the printing trades.

This lathe, which the company calls "The Regal" roll lathe, had been produced some years before for the country's leading manufacturer of rubber printing rolls. The expensive engineering development work, therefore, had been completed and the machine was, in short, ripe for promotion. However, it had been more or less shoved onto a back shelf for a considerable time.

LeBlond's advertising agency, Perry-Brown, Inc., was called in to prepare a simple folder, 7 x 9½" on light card stock, a self-mailer requiring minimum postage.

The folder pointed up specific uses of the machine tool for printers, paper mills, printing press manufacturers, newspaper plants and manufacturers of the rubber rolls themselves, and promoted the time-saving features, as well as the fact that the machine could be used on the job, instead of transporting the rolls to an outside machine shop for cutting, grinding and polishing.

The campaign consisted of three mailings each to some 5,000 printers, publishers and paper mills. The third mailing was made to a hand-picked list of 1,000 best prospects on the original list.

Results Surprise

Brockman and Best confess that they were surprised by the results from this mailing piece—that they had underestimated somewhat the market for this particular tool. Although the number of inquiries as a result of the mailing piece was under 10%, the ratio of actual sales was approximately 100-1 to cost of producing it. At the same time, and as a direct result of the mailing promotion on the Regals, LeBlond received additional inquiries for heavy duty roll grinding lathes—more expensive and wider profit-margin tools than the Regal.

Not only did this direct mail campaign prove effective as a sales producer, but it developed valuable market research data for LeBlond's sales promotion department.

The campaign thus has had two direct results: The initial effort was so successful that LeBlond has formulated a continuous campaign which will embrace limited business paper advertising, direct mail campaigns and publicity on specific machines. At the same time it has been effective in creating a place for the Regal lathe

SALES MANAGEMENT

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While they had their minds on direct mail, Brockman and Best turned their attention to the company's sales news letter, issued monthly to its domestic and international distributor organization, and to the industrial bulletins sent periodically to prospect and customer lists. They decided to give the sales news setup a complete overhaul. Previously, there had been too many spur-of-the-moment circular letters to salesmen. It had been estimated that if the sales force had been required to read the volume of circulars sent out, together with all the other pertinent trade and market news from other sources, the bulk of its time would be spent in reading, with very little left to devote to selling.

Hence, the one complete monthly package news of interest to the men in the field. In *Sales News*, LeBlond distributors are given a preview of advertisements to appear in business publications during the following month; salesmen are advised on effective promotion methods and are kept abreast of developments in the LeBlond plant, of new products, improvements and the like, and are

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In the interest of simplicity, a format was set up into which the bulletin and its presentations were

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Everything is kept brief. Information for the buyer and the salesman is put together as the "ever-ready sales tool." A paragraph of general copy follows a generous size illustration of the particular machine tool featured, often a chart-type illustration. Salient features of the machine are given on successive pages, each of which are individually illustrated.

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TOPFLIGHT EXPLOITATION FOR ENTERTAINMENT WORLD

New medium used by motion picture exhibitors

Lustrous, colorful self-adhesive advertising strips produced by Topflight Tape are now being used for 'round the town advertising of movie features. Exhibitors are now able to place promotion advertising in more strategic places—using space they never used before. Ideal as low cost advertising in small towns and for city neighborhood theatres, it is spectacular when used to blanket a metropolitan area.

Right in the eye!

Samuel Gilman, manager of Loew's Theatre, Harrisburg, Pa., the first exhibitor to demonstrate the use of Topflight for feature promotion, here is pictured placing his advertising on the cash register of a store. Never before has he been able to place so many ads directly in the line of vision of so many people.

Topflight Tape has pioneered in printed self-adhesive cellophane for point of decision advertising.

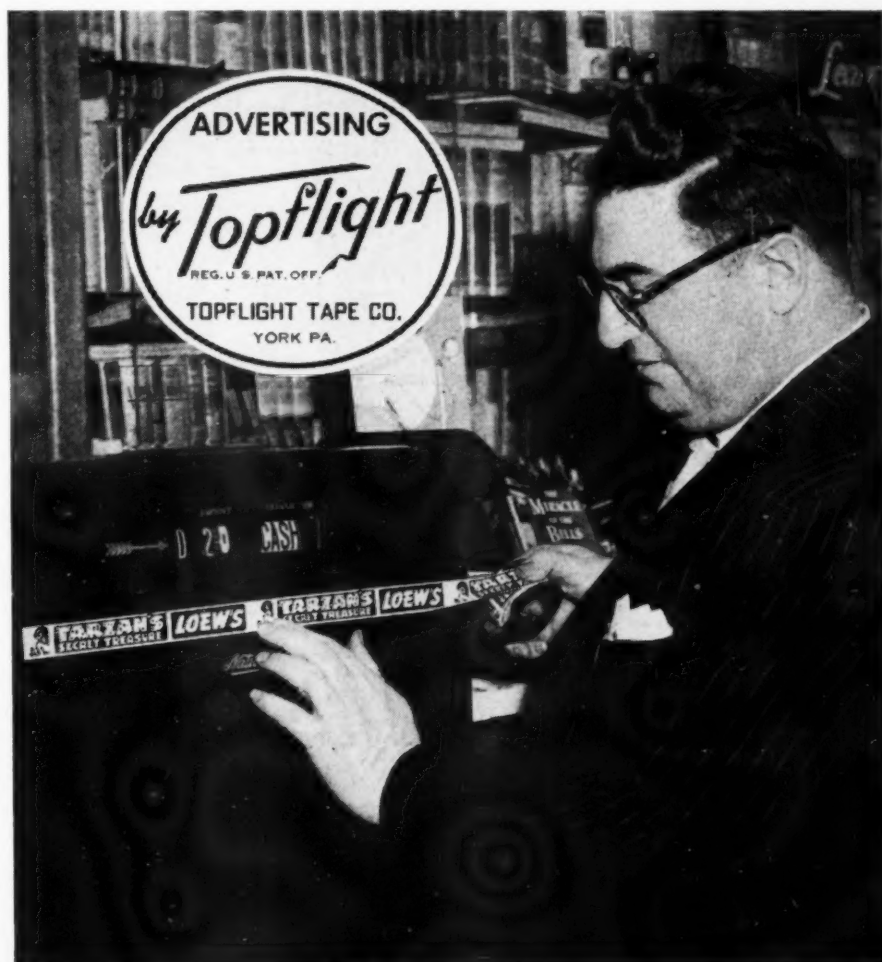
TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.

JULY 15, 1948





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The complete facilities of Railway Express are what you depend upon . . . the door-to-door convenience of pick-up and delivery in all cities and principal towns, the flexibility in meeting the needs of your particular industry — as well as all your personal shipping requirements. To you, Railway Express means fast service, always at your call.

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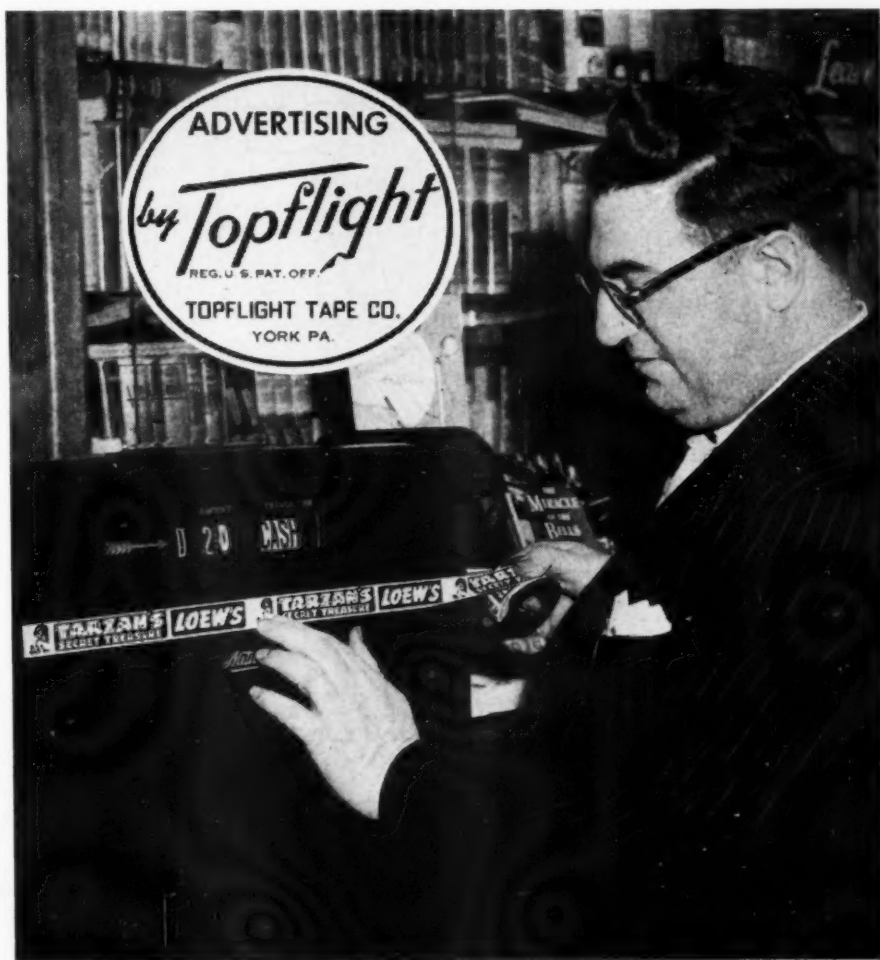
TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.

JULY 15, 1948



Ten Practical Ideas for Merchandising Your Publicity

BY GEORGE R. PARNABY • Marketing Director, Deutsch & Shea, Inc.

Doughnut Corporation's highly successful campaign to popularize "sinkers" clearly demonstrates the value of building publicity on a theme, of tying it in closely with selling and advertising at all distribution levels.

Publicity has emerged from the embryonic stage when all the client expected for his fee was the name of his product spelled correctly in the newspapers. Today, management knows the sales-producing value of constructive publicity that is integrated into a complete merchandising program.

A good example of what a well merchandised publicity program can do is the record of The Doughnut Corporation of America. The popu-

larity of doughnuts and dunking did not rise spontaneously. The doughnut habits of America were carefully molded by experts who used many tricks to make us concentrate "on the donut and not on the hole." The pictures of famous personalities eating this popular food did not "just happen." Nor did the advertising, displays, posters, booklets, dunking contests, etc., which were included in the merchandising package.

Here is an example of a publicity

program which was merchandised so skillfully and completely that, although doughnuts are essentially a depression food, sales have risen over 100% during the past five high income years.

Sales successes attributed to soundly merchandised publicity are to be found in other industries and among many nationally advertised brands. The most successful case histories, it may be noted, are to be found among those organizations that have "packaged" their publicity programs with other merchandising plans.

Suggested methods of weaving publicity into the merchandising picture:

1. *Tie in publicity theme with over-all merchandising theme.* Publicity, as well as all phases of merchandising, should be molded into one distinct pattern for the duration of a campaign. Think how much less effective the Preserve Industry Council's campaign would have been if the theme, "Brighten Up the Breakfast Toast," had been limited to displays, while publicity, menu suggestions, booklets, etc., had been devoted to talking about jams and jellies in terms of energy foods.

2. *Prepare special publicity kits for dealers.* Local dealers are often important customers to local newspapers and radio stations. Therefore, they are in a better position to arrange for publication of publicity stories than are far-away manufacturers. On the other hand, few local dealers have the professional skill required to create editorially acceptable publicity. Thus, publicity kits—prepared by professional staffs of manufacturers and used by influential, local dealers—are excellent tools that take advantage of the strong points of each. The kits, of course, should include instructions to dealers on how material is to be presented.

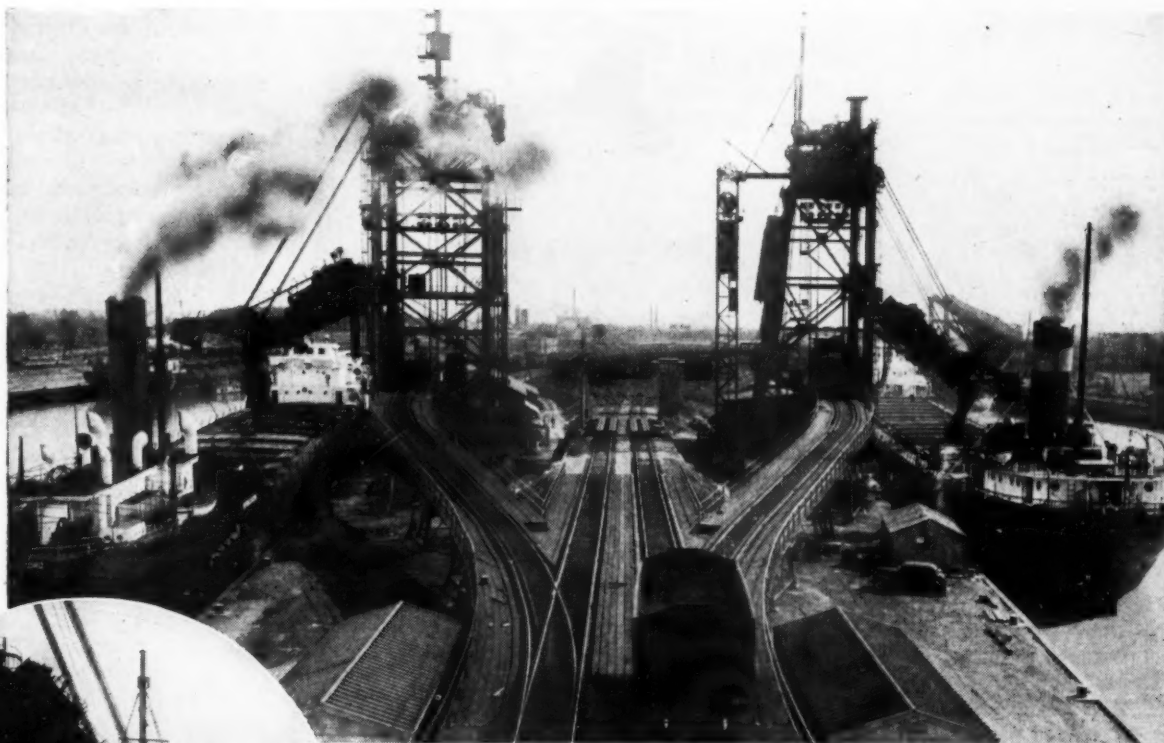
3. *Include interesting publicity stunts in advertisements.* Many manufacturers go to great lengths to create interesting, dramatic publicity that demonstrates selling points of their products. Some subject their products to falls from great heights to prove unbreakability; some manufacturers show their products in use under water to convince the public of remarkable efficiency. And, of



DOUBLE RESULTS: A cheese-cake publicity photo provides the perfect front for the doughnut poster in the background.

This is Toledo

... and this is the new \$22,000,000
coal and iron ore dock development of the
New York Central and Baltimore & Ohio Railroads



Toledo's pre-eminence as a soft coal shipping port, and its importance as a receiving and distributing point for iron ore, are emphasized once again by the great new Toledo port facilities of the Lake Front Dock & Terminal Co., owned jointly by New York Central and Baltimore & Ohio. Shown here are twin coal dumpers simultaneously loading lake freighters, each at the rate of one car (70 tons) a minute. In the background are the great yards with capacity of 6,500 cars. The entire development provides for two high-speed ore unloaders, making it possible for the docks to service five ships at the same time.

...and this is the TOLEDO BLADE

It is the great good fortune of The Blade to have lived for so many years in a city singularly blessed by its location, so favorable to industrial development and so richly endowed by nature in the fertile lands comprising its 14-county trade area. In its endeavor to serve the needs of this whole fine community, The Blade has been rewarded by a degree of coverage which is rare indeed among the newspapers of the nation.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.

MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK

Write for booklets, "This is Toledo"
and "The Toledo Market"

No. 70
in a series
99

JULY 15, 1948

What Do Customers Say?



The Governor of South Carolina said to the Governor of North Carolina . . .

You know the story—

The president of the Look-At-All-Three Manufacturing Company said to the President of the Watch-The-Future Manufacturing Company . . .

This is another story—

Seriously though, when a new car was recently displayed, other manufacturers were much more interested in the car than conversations with the president of the company. We have been getting consumer opinions ever since. These will enable at least three other manufacturers to effectively measure consumer reaction and we bet our shirt they won't make some of the same mistakes.

How seriously do you, Mr. Sales Manager, check the opinions of your competitor's customers so that you can make a better product or have a better selling angle?

This kind of market research is not necessarily expensive and we have dozens of case histories that prove it pays off.

May we discuss it with you? A conference costs you nothing.

NATIONAL ANALYSTS, INC.

WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICE

• 1425 CHESTNUT ST.

• PHILADELPHIA 2, PA.

course, one well-known soap maker recently filled a railroad box car with soap suds to prove a point. Such stunts have to be good to get the approval of discerning editors. If they're widely publicized, chances are they're dramatic enough to earn a good Starch rating in advertisements, where the reader can be directed to a place of purchase.

4. *Disseminate directly to public same information sent to editors.* Many publicity ideas, such as party tips, recipes, hints to householders, etc., which are created primarily for publicity purposes, have other merchandising possibilities. Not only do they lend themselves to copy ideas in consumer advertisements, but they can be adapted to booklets and leaflets, labels and neck bands which are distributed by both the manufacturer and his dealers directly to consumers.

5. *Tie in with other advertisers.* If the product is constructed of a special material, it may be a "natural" to make arrangements with the supplier to include mention of the product in his advertising. Manufacturers in the fashion, housewares, and tablewares fields frequently permit their products to serve as props in other manufacturers' advertisements and printed material, for the purpose of having the customary credit lines.

6. *Include point-of-purchase material in publicity photographs.* When Jinx Jones is chosen Miss Strawberry of 1948, the cheesecake photographs depicting the happy event can include a poster publicizing National Strawberry Week. Thus, a natural tie-in results between the publicity photograph running in general publications and the merchandising material appearing at point-of-sale.

7. *Let publicity act as a merchandising sounding board.* Publicity releases frequently can act as sounding boards, both in the introduction of new products and in highlighting special new features of established products. Editors, who know the interests of their readers, will often comment on the important features and point out how they will satisfy the wants of both consumers and distributors. People will often write to manufacturers in order to learn whether or not the new product can handle certain specific jobs. Thus, unthought of selling features are unearthed before the expensive promotion campaign is launched.

8. *Keep trade informed on the amount of publicity obtained.* A quick look through any dealer publication will reveal the extent to which advertisers go in order to stress the

size of the advertising campaign behind their products. Good publicity, as well as advertising, is a merchandisable part of the broad selling program. In fact, good publicity breaks may be even more impressive to dealers who feel that the product must be an easy-to-sell item to *earn* editorial representation. Here are some of the most common methods of informing the trade about publicity programs: trade advertisements, direct mail, flash sheets, sales presentations, trade magazines' own editorial columns.

9. *Pull stunts at trade conventions to influence trade.* Besides adding extra interest to the program at trade conventions, publicity stunts will gain on-the-scene attention of the trade and also serve as bases of stories or photographs for the press.

10. *Merchandising plans have publicity value.* "One hand washes the

other" is an old axiom that may be applied here. If the publicity program has merchandising possibilities, the merchandising plan, too, may include many phases which have publicity potentialities. Practically every advertiser, for instance, releases news of his advertising and selling plans to his business publications. There are also many other phases of the merchandising program which may have *general news* value. Announcements of winners of contests are fitting endings to contest campaigns. Any part of the merchandising program which is different, new and of

benefit to the public, should be studied for possible publicity value.

Obviously, not every publicity program can include all the suggestions mentioned above, nor are these suggestions necessarily a complete compilation of methods integrating the publicity program into the over-all merchandising plan. The important conclusion, however, is that the value of publicity, like the value of advertising, is increased by adopting a central selling theme, giving this theme continuity and repetition, and then merchandising it on every level of distribution.



Customer Convincer

Every retail salesperson becomes a demonstrator with the new General Mills Pressure-Quick Saucepan miniature sales demonstration kit.

The kit is "pocket size" and emphasizes one of the major safety and operating features of the Pressure-Quick — the bi-metal cover. This cover automatically vents air when cooking begins and seals itself.

The result is, that when heat is applied the cover curls or bows down tightly into place. In the actual saucepan, the sealing is so gradual as to be invisible. The demonstration kit, however, dramatically calls attention to the feature.

The demonstrator consists of a palm-sized saucepan, about two and one-half inches over-all. When a lighted candle or match is applied beneath it, the cover automatically snaps into place with a sharp "click."

OUTSTANDING MARKET

in purchasing power

● The City of Fort Wayne with Effective Buying Income of \$6757 per family not only tops all cities in Indiana but also ranks Fort Wayne 7th highest among all cities in U. S.

● Allen County, in which Fort Wayne is the county seat . . . with Effective Buying Income of \$6160 per family not only tops all counties in Indiana but also ranks it 5th highest among all counties in U. S.

Circulation of The News-Sentinel
covers 97.8% of all homes in Fort Wayne . . .
covers 88.7% of all homes in Allen County.

THE NEWS-SENTINEL

FORT WAYNE, INDIANA

ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

178—Salesmen's Expense Account Survey. (A survey among 135 representative companies.) (Price 10c)

175—Unionization of Salesmen. (A portfolio of six case-study articles.) (Price 50c)

174—The General Foods Check List For Development of New Products, by Richard H. Moulton. (Price 5c)

173—So You Have a New Product! Now How Are You Going to Sell It? by John Allen Murphy. (Three articles.) (Price 10c)

ADVERTISING

159—Does It Pay to Repeat an Ad? Tests Say "Yes." (Price 5c)

158—Primer on Prize Contests, by Frank Waggoner. (Price 5c)

MANPOWER PROBLEMS

163—Bigelow-Sanford Pay Plan Teams Salary with Two-Way Incentive. (Price 5c)

155—Morale in the Sales Force: What Can We Do To Keep it Healthy? by R. L. Cain. (Price 5c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard S. Crisp. (Price 10c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 50c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)


170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 5c)

A SENSATIONAL NEW ADDITION TO OPERADIO'S
LINE OF SOUND SLIDEFILM PROJECTORS...



The
Explainette
"Automatic"

For Selling!
For Training!
No Bong!
Positive Action!
Low Cost!
Completely Automatic!

The EXPLAINETTE, automatically synchronized method of advancing slidefilm is the result of years of research. It is a simple, practical method...eliminating pauses in narration or music during each frame advance. The automatic synchronized advance is accomplished by a signal on the film... there are no bonges, cues or any other signals incorporated in the recording. It is a completely new method... write for details on the EXPLAINETTE "Automatic" today!



OPERADIO MANUFACTURING CO., Dept. SM-78, St. Charles, Ill.

Footprints Arouse Prospect's Interest

Take a postcard, add a dash of imagination, and you have a sales tool. It tills virgin territory among shoe advertisers for *The American Magazine*. The cost? Infinitesimal.

Ernest L. Estes, Jr., advertising representative for *The American Magazine*, has found a novel way to leave his footprints, not on the sands of time, but in the minds of prospects. It all started with an imaginary land of 7,000,000 persons called "Shoetopia." Ernie decided to go after shoe manufacturers; to sell them space in the publication because *The American Magazine* had no shoe advertisers.

Concentrating, he made a list of 20 key men, shoe company advertisers and account executives. Next he gathered picture post cards, 20 sets of them from various cities, Boston to San Francisco. Then he fashioned a rubber roll which he could use as a stamp to ink in small bare-foot foot prints on the cards.

Result: starting in mid-April each of his 20 favored prospects received, at intervals of a week, a card across which some Lilliputian apparently had walked directly out of an ink bottle. It was a bit startling.

On the address side of the card he wrote a message to each. It showed a break-down of the people with feet, adults and children, the advertiser might reach, based on the circulation of the publication, in each of the cities from which the post cards were mailed.

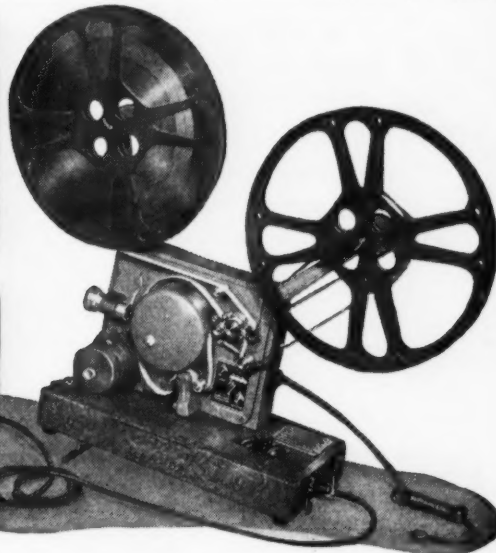
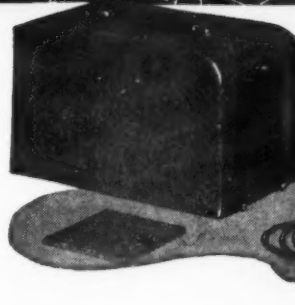
Vital Statistics

The population of "Shoetopia," in reality the number of persons in the families of the readers of *The American Magazine*, was estimated at 7,000,000. More, he estimated that these families would buy each year 22,775,376 pairs of shoes costing \$73,947,798.

This unusual approach has proved to be an effective door-opener. The 20 key men, when he has called upon them, have been curious and have willingly listened to his story. When he gets their attention he places a "presentation" on their desk and unfolds his talk.

"We timed the effort for late spring," he says, "because at that time the lists were coming up for consideration. We wanted to get their at-

tention prior to the decision. Mostly they were buying space in trade publications and other magazines heavy with shoe advertising.



Outstanding Points of SUPERIORITY

- **Extremely Light Weight**
Only 26 lbs., complete with speaker.
- **Extremely Compact**
One case measures 8x11 1/2 x 15 1/2 inches
- **Precision Machined**
For strength and durability.
- **Reel Arm Capacity**
2,000 ft. Standard Equipment.
- **Easy on Film**
Spring loaded shuttle, a safety feature.
- **Simplified Threading**
Pad arm automatically synchronizes picture and sound.

LOW PRICE

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Underwriters' Laboratories Listed



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MOVIE-MITE CORPORATION

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KANSAS CITY 6, MISSOURI



"Here are more than 7,000,000 persons," we tell them, 'who read a magazine in which there is no competitive shoe advertising. Our mythical Shoetopia is a virgin field . . . shoeless people . . . insofar as advertising is concerned.' Then I ask them if they want to get representation in this virgin soil."

The unique approach has created a lot of interest among the prospects. They've listened to the story. They agree that it is a clever gimmick. Now Ernie is waiting for the returns; what results the little barefoot boy may get; the day when the contracts start to flow.

MOVIE-MITE Wins Popular Approval!

16mm Projector with DUAL SPEED

for SOUND or SILENT Films, fills a universal need for a low-priced, light weight projector of finest quality for use in HOMES, SCHOOLS, CHURCHES and BUSINESS OFFICES. Built for strength and lasting service under the most trying conditions.

Produces beautiful, sharp and steady pictures with sound movement of remarkable fidelity and quality for both voice and music, MOVIE-MITE is being used for audiences up to 100 people, on screens up to 70 inches wide, in darkened rooms. Light output of efficient optical system amazes experienced projector users.

Universal A.C. or D.C. 105-120 Volt operation. Push-pull miniature tube amplifier. Commercial model has small screen for desk top showing, at same low price.

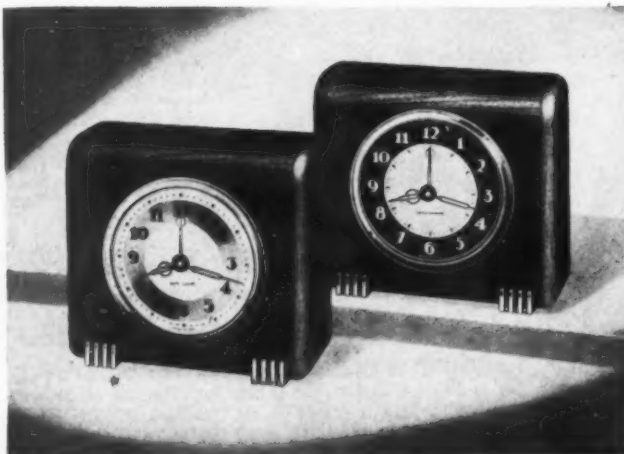
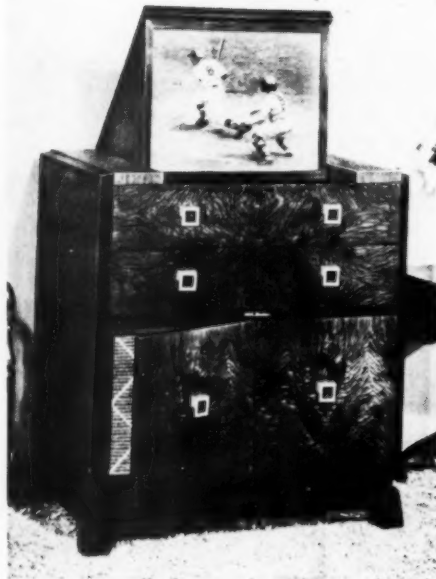
Write for complete details. See your industrial film producer for demonstration.

Designing to Sell



AIR CIRCULATOR: Unit manufactured by Fresh'nd Aire Co. has plastic propeller and all chrome base.

TELEVISION: RCA's new set features big screen image with retractable screen in compact lowboy cabinet.



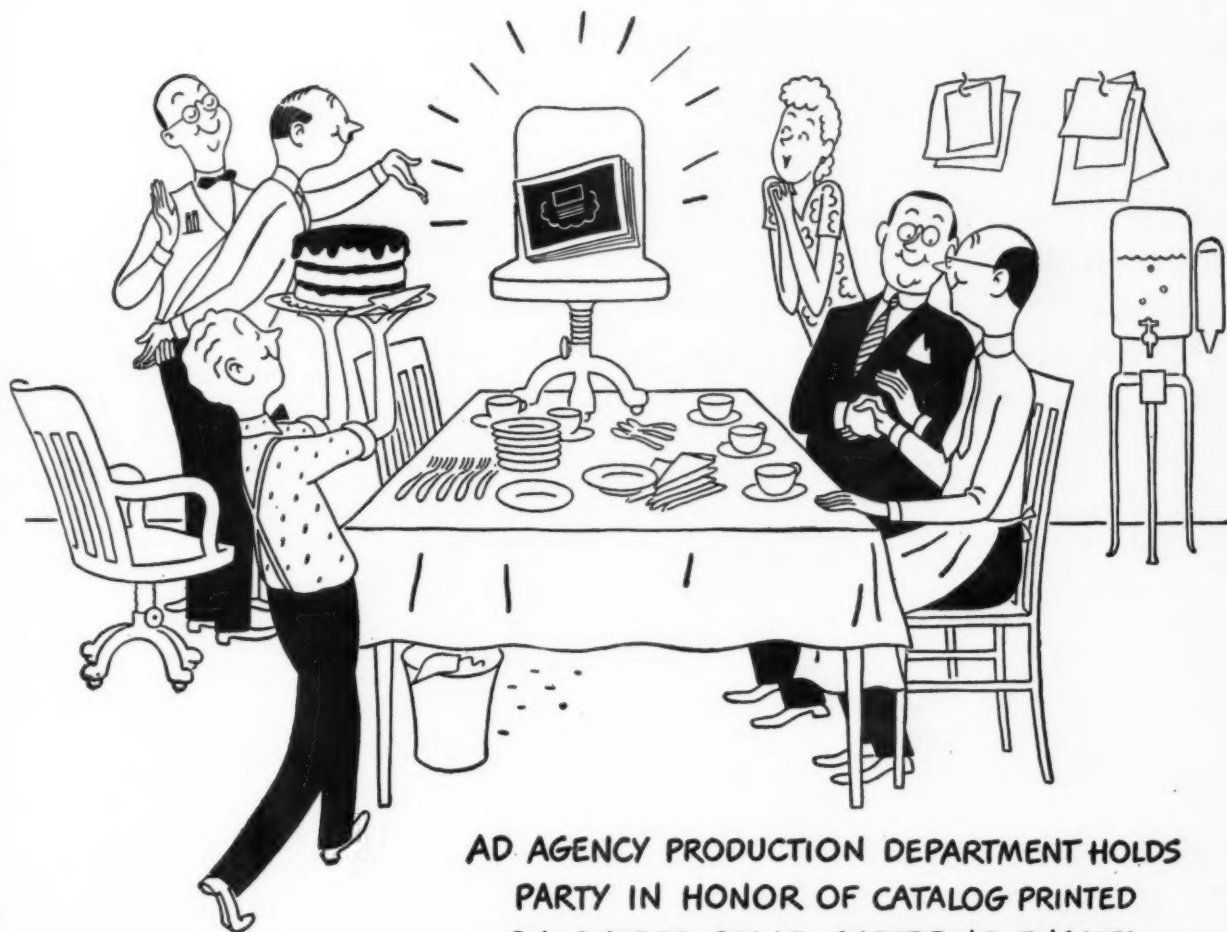
ALARM CLOCK: Beauty and utility are combined in the new Seth Thomas "Echo" electric alarm clock with mellow-tone alarm movement. Case is genuine walnut.



TOBACCO TIN: "Friction-top" tin with its special hinge is said to eliminate knife-sharp edges, and have high moisture retention. Made for Briggs Pipe Mixture.

RANGE: Hotpoint electric range has colored pushbuttons to identify cooking heats on range surface.





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PARTY IN HONOR OF CATALOG PRINTED
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PIECES printed by letterpress on Oxford Polar Superfine Enamel almost make you feel like throwing a party in their honor. And there are plenty of places where Polar is the paper to specify.

Polar is superfine for direct mailings, catalogs, house organs and school and college annuals. It's ideal for photographic art books, company reports and scientific texts, too—anywhere you want to reproduce fine illustrative detail by the letterpress process.

With Polar, you can specify 150-line screen or finer, and get letterpress reproduction that renders the finest half-tone copy with jewel-like cleanliness and snap. Four-color process work, type matter, line art—*everything* looks better on Polar Superfine.

Here's why: Oxford's Polar Superfine Enamel has the "custom-made" touch that makes it a truly fine paper. Con-

stant checks on each run—from pulp to finished sheet—assure you of a paper you can't beat for *uniformity* and *quality*—for consistent surface brightness, smooth level coating and over-all excellence.

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and satisfied clients—is the business of Oxford Paper Merchants. So look to them and their detailed knowledge of all papers when you plan your next printing job. You'll find an Oxford Merchant near you—in any of 48 key cities, coast to coast.



Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Mainflex Enamel Offset, Mainflex CIS Litho, Mainfold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Super and Antique, Aquaset Offset and Duplex Label.

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DISTRIBUTORS
in 48 Key Cities

Research ABC's for Exploring The Smokestack Market

BY WILLIAM J. STOKES

Research Director, G. M. Basford Co.

Industrial research isn't radically different from research for consumer products. But the nuances count. An expert notes the differences, shows the how and the why of techniques for developing reliable industrial market facts.

Intelligent and valid marketing research has come into its own in recent years. Today research is accepted by many companies as an essential and profitable factor in distribution. This development and acceptance has been principally in the field of consumer goods and has, from the viewpoint of the industrial goods manufacturer, had some unfortunate results. Improvements in research techniques have been concentrated in the field of consumer research and application of these techniques to industrial work has not always been successful.

Not that the fundamentals, the basic principles, of sound research are any different in the industrial field. They aren't. Samples must be adequate, personnel must be well trained and thoroughly dependable, and evaluation and analysis of the material developed in the field must be intelligent and practical.

It is in the application of these principles to the problems peculiar to the distribution of industrial goods that the researcher without specific industrial experience goes astray. After all there have been good industrial research jobs wrapped around a sample of 15 plants. The sample, for the job being done, was entirely adequate. A sample of 15 consumers would be ridiculous. A housewife in Peoria may have had long consumer interviewing experience and be entirely capable in her field—but I'd hate to have to depend on her to talk to an electronics development engineer about new uses for glass-to-metal seals. So there are difficulties inherent in industrial marketing research that do not arise in consumer research.

Most of these difficulties arise because of the complexity of the industrial market and the similar complexity of the buying operation. It is

almost impossible to define the industrial market in terms that are applicable to all manufacturers selling industrial goods. Consider that for a manufacturer of wood pulps used as a basic raw material of rayon the industrial market consists of 29 plants. These plants use 400,000 tons of high alpha wood pulp each year valued at \$40,000,000. So each unit in this manufacturer's industrial market is a potential \$1,300,000 cus-

tomers. To secure this business, the pulp manufacturer can afford a heavy sales expense. These pulps are sold on an annual contract basis, so the loss or gain of a single customer has an important effect on production, efficiency, employment, and profit.

At the same time, oils and greases for the lubrication of machinery are also an industrial product. But here is an industrial market of tremendous size. The 1939 census reported over 170,000 manufacturing establishments having power equipment. These plants cover the whole range of manufacturing operations and are located in every state in the union. Their requirements for lubricating oils and greases are nearly as varied as their products. Steel plate mills require heavy block greases for lubri-



"You call it. Heads, baseball. Tails, weekly report!"

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OPPORTUNITY TO OPEN
CLOSES AUGUST 10**

Your opportunity to open a new billion dollar market for your merchandise and hedge your bets on markets that are due to level off or decline and leave you, believe it or not, with rising inventories seeking some place to go. Prepare now to channel them to the vast premium market—quantity purchases, nationally promoted, consumer markets you couldn't otherwise reach.

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**SHOW
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CLOSING AUGUST 10

September issue—the big New York Show Number on the occasion of the Premiums and Advertising Specialties Exposition in New York the week of September 20. Buyers all over will attend. We give this issue 20% added circulation to cover those buyers at the Show, itself, in addition to our regular mailing to the thousands of other throughout the country. . . . This is the issue for you—for you to start your drive on this premium market—the market that rises when others fall. . . . Send for rates and sample copy of a previous Show issue today—remember your deadline for advertising copy—your opportunity—is August 10.

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"Selling Through Merchandise Media—The Friendly Way"

Premiums : Advertising Specialties : Prizes : Gifts

cating rollers; electrical manufacturers buy light motor oils; machinery manufacturers buy cutting and cooling oils. To serve these many customers properly requires warehousing of many products in many packages at numerous points throughout the country. Each customer, as part of the whole, is important to the lubricant manufacturer, but loss or gain of a single customer has no immediate effect on production.

It must be obvious that the application of sound research methods to

two such widely dissimilar markets presents specific and serious difficulties. These examples, moreover, are not isolated nor extreme. There are literally hundreds more having definite peculiarities. Each must be approached as a separate case and to each broad industrial marketing experience must be brought if a proper and practical solution is to be reached.

Assuming that the problem to be studied has been defined and the objectives of the research job stated, it then becomes necessary to determine the sample on which the job will be

based. At this point, in industrial work, the standard tables on sample size are thrown out the window. There are too many industrial markets to which they cannot be applied. Aside from our rayon example, here are a few other small industrial markets: (1939 census)

Manufacturers of	No. of establishments
Canned fish	214
Refined cane sugar	27
Colors and pigments	89
Cast iron pipe and fittings	74
Tiles	22
Saws	87
Tractors	30

These are small markets, in terms of number of units, but canned fish, in 1939, was a \$65,000,000 industry, refined sugar \$389,000,000 and tractors \$253,000,000. For the manufacturers of cans, of bags, of gasoline engines these are markets of major importance.


The obvious answer is to forget sampling in these industries and do a census job. It should certainly result in data permitting valid conclusions. Unfortunately, it would also result in extremely high and totally unnecessary costs. It is essential that the value of each establishment as part of the market be considered. As a customer, Henry Disston and Sons, Inc., is of first importance to a manufacturer of saw handles. A new type handle, for example, that met Disston's requirements would be a better product than one disliked by Disston but approved by 10 small manufacturers. Bag specifications suitable for the American Sugar Refining Co. should certainly be given more weight than those of a small producer and consequently a small consumer. This goes beyond the mere dollar value of Disston or American Sugar as a customer. It is based on the value of these companies as pace setters, on their own knowledge of their markets, on their engineering production and marketing experience. It would be ridiculous to give the information obtained from leaders in any industry no more weight than to that from the smaller companies.

There is no method of pre-determining the make-up of an industrial sample without thorough knowledge of the industry being studied. It often goes beyond companies, and gets down to individuals. A design engineer, for example, may be the best single source of information in the industry. A particular sales manager may know more about current conditions in a particular industry than any other possible contact. These really key sources may change

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Peoria area RETAIL SALES — \$446,774,000



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jobs and even, for reasons of their own, be connected with small companies. But a good industrial job requires that these *persons* of importance be contacted as well as *companies* of importance.

How to be sure of their inclusion in the sample is something of a problem. In our own organization we go through certain preliminary steps that have proved successful. First we draw on the people within our own firm who have had recent experience in the industry under study and get from them a general picture of the composition of the industry, its distribution methods, its policies and its markets. We then try to fill in the picture with information from our clients. Invariably we talk to business paper people who are usually well informed and always helpful. If there is a good trade association we get more information there. This then, is the basic material on which we base our sample—the data that insure the inclusion of the most important sources of information.

Beyond that, the size of the sample must necessarily be arbitrary and must be subject to revision. There is no substitute here for industrial experience, and, unfortunately no short-cut to that experience. The

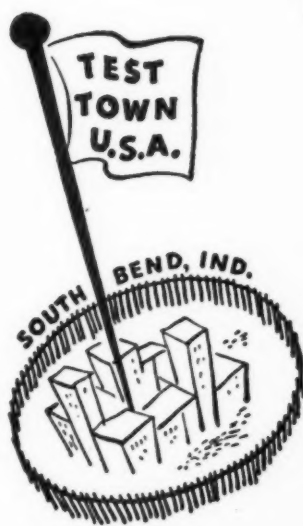
sample size, arrived at arbitrarily, must be constantly checked as the field work progresses. Standard methods of checking sample adequacy, particularly the cumulative frequency method, are used. The most important thing to guard against while the field work is in process is the continuation of the study beyond a point necessary for validity. For example, let's assume that a manufacturer has developed a type of variable speed control for electric motors which is expensive but which permits extremely close regulation of speeds.

Study: 300 Field Interviews

A study is undertaken to determine the possible applications of this control in the entire food processing industries. A sample of 300 field interviews supported by a large direct mail study is planned. The field interviews are concentrated among the larger producers and the more important people. Analysis of these interviews definitely shows that in these important plants, representing a large share of the industry, there just simply is no need for a control with the range and accuracy of the one under consideration. All variable speed drive requirements can be

handled adequately by mechanical controls at much lower costs. Then all theoretical statistical considerations should be put aside in favor of practical ones and it is evident that further expenditure is unwarranted. Because the largest and most influential units in the market are not interested in buying the new control the manufacturer has no interest in further exploration of the less important units. On the other hand, the first interviews may indicate that the top units of the industry offer a relatively large potential. In a case of this sort the manufacturer may be justified in proceeding with production and promotion plans even though the ultimate size of the market has not yet been determined.

All this points to the need for close and continuing contact between the client and the research agency. Meetings should be held following the preliminary work mentioned above, after completion of about a quarter of the field work, and after completion of half the field work. At these meetings findings developed to date should be discussed and any indicated changes made in the sample, the interview technique, or the geographical coverage. Reports coming from the field must be watched close-



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The South Bend market is completely self-contained. The people who live here buy here—not elsewhere. And they are guided by *one* newspaper, The South Bend Tribune. Competing newspaper circulation does not exist in "Test Town, U.S.A."—outside circulation is negligible. Want all the facts on this great test market? Write for free market data book entitled "Test Town, U.S.A."

The
South Bend
Tribune

ALL
BUSINESS
IS LOCAL

ly and any data likely to change the course of the study should be communicated to the client immediately. An industrial research study should, above all else, be planned with flexibility in mind. The size of the sample, the area covered, the content of the interviews, all are and should be subject to change.

Industrial marketing research requires better trained interviewers than consumer research and these interviewers use a different technique from that usually used for consumer

work. The industrial interviewer should have some technical or engineering training. This may seem unnecessary at first glance, but remember that he will be discussing technical problems with people who talk in engineering or scientific terms. For example, here are some excerpts from interview reports:

"The application we are now thinking of would be in our pH meters. This meter is used to give an indication of the active acidity or alkalinity of a solu-

tion. A vacuum tube circuit is used and it is our intention to hermetically seal the tube and circuit . . ."

"At present a screw type of mounting is most widely used. This requires a small metal part drilled and tapped and a hole drilled in the lens itself. Another method, with which we had some success, used solder. In this method hot metal was placed in the hole in the metal strap which was mushroomed toward the front of the strap. A hole drilled in the glass was lined up with the strap. The mushroom provided an anchor and the whole thing thus became one piece . . ."

The interviewer also needs special and specific knowledge of the problems he will be discussing. He must, because of the flexibility factor, be under close control at all times. These things all make it undesirable to use resident interviewers on industrial work. Our practice is to assign as many full time people as necessary to the particular job.

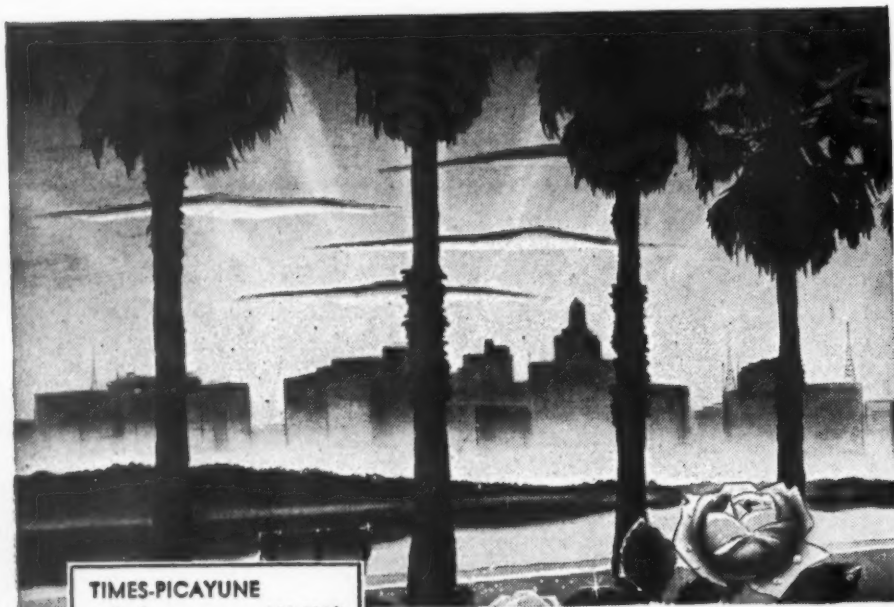
Interviews Important

These interviewers sit in on preliminary discussions and make a few interviews in nearby areas with instructions to get all the information possible regardless of how unimportant it may seem. The interviews are then examined in detail and any flaws discussed. An interviewer's instruction memo is then made up listing the basic questions to be asked in all interviews. Interviewers are instructed to go as far beyond these questions as the patience of the respondent will permit and to explore every new avenue that opens up. Interviewers are then sent into the field with a list of "must" calls and are allowed considerable latitude in selecting calls to fill out the sample.

The interview reports are written up as closely to verbatim as possible and sent for review by the analyst. Incidentally, the complexity of industrial buying means that often several interviews in a plant are desirable. For example, the purchase of wood pulp by a rayon plant is a matter of major importance. Changes in the formula of the pulp may mean changes in the production methods of the whole plant. The qualities and sales appeal of the finished filament will be affected and the manufacturer's costs will go up or down. So, before a change in pulp suppliers is decided on it must be discussed by engineers, production men, sales personnel, purchasing officials and top

In New Orleans

ONLY THE DEW COVERS MORE GROUND



TIMES-PICAYUNE

Daily166,960*

STATES Daily .. 92,145*

Sunday274,748*

*ABC Publisher's Statement
3 Months Ending March
31, 1948

180,900 homes* in New Orleans . . combined CITY circulation of the morning Times-Picayune and evening States 180,947, (plus 78 thousand additional trade territory readers!) No other newspaper, no list of magazines, no network of radio stations, no outdoor showing can approach the density of this coverage in the South's greatest market.

In New Orleans only the dew reaches more homes than the combined Times-Picayune States.

*Sales Management, 1947



New Orleans **TIMES-PICAYUNE and STATES**

★ MORNING ★ SUNDAY ★ EVENING

OWNING AND OPERATING RADIO STATIONS WTPS AND WTPS FM • MEMBER A.N.A. Network • REPRESENTATIVES: JANN & KELLEY, INC.

management. Numerous chemical and physical tests must be run and the suppliers plant, woodland reserves and financial condition examined to insure adequacy and continuity of supply.

On the other hand, purchase of lubricating oils for a manufacturer is a relatively simple procedure. Usually the recommendations of the machinery manufacturer or of the plant engineer are submitted to the purchasing agent who buys the required oils from one or more of several recognized and qualified suppliers. Frequently a meeting is arranged with all the interested parties present. It is surprising how much information can be developed in the discussions that arise at these meetings, with the interviewer doing no more than leading the discussion in the direction of his interest. I remember one such meeting at a major instrument company. On arrival at the plant I had gone to the advertising manager and told him what I wanted. He got on his phone and shortly after I sat at a table with ten other people. They were designers, technical research men, production engineers and sales and promotion managers. My only problem from there on was to keep my notes up to date with the information coming my way and to make sure I understood the technical phrases.

This kind of information, developed by an interviewer who knows the subject under discussion, is worth a bundle of rigid questionnaires.

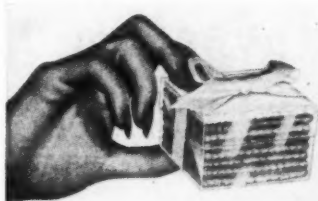
All this, of course, makes it apparent that the cost-per-interview for industrial work is considerably greater than for consumer work. Interviewers are better paid and travel and out-of-pocket expense is higher. These higher costs are justified by the relatively greater information content of each interview and the fewer number of interviews required to insure validity.

The problems of evaluating industrial interview reports again arise from the nature of the industrial market and from the complexity of the buying operation. The analyst, the man who tears the interview reports down and builds from the pieces a finished report for the client, has to know the industrial markets. He must, in writing his reports, evaluate the data from the field in terms of the importance of the respondent firm and the importance of the individual respondent in that firm. It is desirable, of course, that he tabulate his results wherever the field reports lend themselves to tabulation. He can and should use charts when such charts add materially to the clarity or value of his report. But in every

case he must interpret his charts and tables with the utmost care. It is his responsibility to see that the client gets every possible bit of information from the study and utilizes it in the most effective and profitable way possible. The research agency's work must never be considered as finished when the final report is delivered. Several meetings with the client should be held over an extended period covering the application of the study as well as its content.

Two Types of Research

In brief, industrial marketing research differs from consumer research because it deals with markets of varying size, varying value and having peculiar requirements. Units within these markets and individuals within these units vary in importance. Samples are smaller and more flexible and interviews are less formal and more exhaustive. Interviewers are usually more intensively trained and are most useful when full time employees. Evaluation, as does every other step in a sound industrial research job, requires a knowledge of industrial marketing and a background of industrial experience for which there is no substitute.



NEW Wonderful WAY
to give a Chatham Lamsdown blanket

Miniature Sales Aid

Everybody's happy with the new gift blanket merchandising idea of Chatham Manufacturing Co., Elkin, N. C. Chatham takes the indecision out of buying a blanket for a gift. No longer need the buyer wonder if she is ordering the right color.

For its Lamsdown blankets, Chatham is furnishing retailers with miniature gift boxes in clear plastic, enclosing samples of its blankets in eight colors. A gift certificate is included.

The gift box idea is being promoted through full cover advertising in five national publications. In addition, there will be counter cards for blanket departments and mats for local newspapers.

ONE OF A SERIES • NUMBER 6

IN THE GAY 90'S



... great stores like Lazarus of Columbus, Ohio were reading publications that are today under the Haire aegis.



IN THESE FABULOUS 40'S

... today — the Lazarus Store — like other great stores, subscribes to the entire Haire group.



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**SPECIALIZED
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PUBLICATIONS**

1170 BROADWAY, NEW YORK 2, N. Y.

Wholesale Salesmen Get Their Training a la Carte

Salesmen employed by the Detroit branch, Whitaker Paper Co., paper wholesalers, took the matter of sales training into their own hands about eight years ago. Since then, everyone concerned appears to be well pleased with results.

What this group of ambitious salesmen did was to form a club, known as "The Windjammers," for the purposes of getting better ac-

quainted with one another, swapping experiences, and procuring special instruction on agreed subjects from time to time. Membership is limited to salesmen and others employed by this branch house who have something to do with selling.

Meetings are held once a month, except for some summer months. Members have dinner together. They follow regular parliamentary proce-

dures. A feature of nearly every meeting is a talk by some authority on paper, usually a representative of one of the principal paper mills.

Until recently, the club had dinner at a restaurant, but members now have arranged to have their dinners brought in to them in "Mealpacks" so they can eat in the salesroom.

"The purpose of the club is essentially educational," Fred H. Wuebold, secretary-treasurer of the club, explains. "There is much to be learned about paper, and we are always on the alert for new pointers on how best to sell it. In the past, some mills occasionally have invited us to visit them. We have found such visits very helpful. But we can't visit all of the mills, nor any of them very often, so the thought occurred to us to invite mill representatives to tell us about them."

Tell about Products

"They always can tell us much that we didn't know about their product, and they often can give us some good suggestions on selling it. They are also in the best position to acquaint us with new products and to answer questions. Some bring motion pictures, others bring charts, samples, and various exhibits. We always have a question and answer period after such a talk."

"As a result, we feel confident that we know our subject and are qualified to advise our customers, to keep them informed on developments, and to serve them better."

"As another result, we get well acquainted with all of the mill representatives whose products we sell. When they call on the management, they invariably visit us in the salesroom, show us their new samples, and give us all the latest information."

"Then, too, while the club is not a social one, it has served to bring us salesmen closer together, to eliminate any petty jealousies that may have existed in the past, and to build a fine morale for the entire organization."



San Francisco's Carriage Trade is Practically EVERYBODY*

*Sales Management's latest Survey of Buying Power shows that San Francisco has the biggest per capita net effective buying income of the nation's 200 largest cities!

AND ONE COLUMBIA STATION
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Pacific Agricultural Foundation, Ltd.
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—when you use the same avenue
of communication your
customers do

SALES MANAGEMENT

Shaver Clinics in Retail Stores Pay Off for Remington

Based on an interview with
STEPHEN E. ANDERSON and GLENN THOMAS
Electric Shaver Division, Remington Rand, Inc.

Dealers were cagey at first. But now they're standing in line. They've learned that these service promotions build good-will and traffic, and stimulate sales of new shavers. The pay off: Only 40% of the callers take free service only.

After experimentation, which began in 1947, Remington Rand's Electric Shaver Division has its program of Shaver Clinics going along nicely. About 600 clinics have been held in the past 12 months, in communities ranging in size from less than 5,000 to large metropolitan centers. It is the Division's aim to have this service blanket the U. S., so that everyone who owns a Remington shaver, or who wants to see one demonstrated with a view to owning one, will have access to a clinic's facilities in or near his home town. From present indications, this aim should be achieved within the next year or two.

Though Remington has service stations in 106 cities, all of which offer the same facilities as those available at clinics, it has been found that clinics do not take business away from the stations. Apparently clinics draw their attendance from shaver owners who do not know about the service stations, or who require stimulation

of dealer advertising and publicity to induce them to seek service for their shavers. Naturally, the clinic appeals to the shaver owner who resists the idea of mailing his shaver to a service station.

Clinics have proved to be a worthwhile sales aid for dealers and the company. Dealers like them because they bring store traffic, including persons who would not otherwise have come in under any circumstances. Though free service is given—cleaning, oiling and adjusting—to all who bring their Remington shavers to the clinics, a charge is made for the replacement of damaged parts and for such accessories as the customers wish to buy. Dealers get commissions on these sales. Moreover, it has been found that a fair percentage of those who come to clinics buy new shavers. Shavers bought for personal use or to be given as gifts are sold direct from the dealer's stock and are not entered as clinic transactions, but dealers credit clinics with inspiring

them. Trade-in sales are made from stock brought to the clinic by company personnel.

From management's point of view, clinics are a valuable method of earning both consumer and dealer goodwill. The company benefits from the dealer's displays and newspaper advertising, as well as from the word-of-mouth advertising arising from a clinic.

Much of the success of the program must be credited to the careful planning behind it. The men who conduct the clinics, for example, have been selected for their duties with an eye to their special fitness to serve the public efficiently and courteously. They are factory-trained mechanics, but they are also required to get along well with people. In addition, at least one man of each clinic team must be an accountant of sorts, capable of handling sales of accessories, and of making necessary reports on all transactions both to the dealer and to Remington Rand's Shaver Division. Clinic teams range from two up to eight or nine for large stores, such as Macy's in New York.

Shavers are sold in a variety of outlets—in department stores, hardware and electric appliance shops, jewelers' establishments, drug stores, and stationers. Remington's salesmen usually initiate the idea of holding

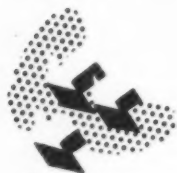
"To MARKET To MARKET"

True, not every Maine family is in the market for a "fat pig" . . . but they are eager buyers of groceries, clothing, drugstore articles, home appliances and services galore. Last year retail sales in Maine topped \$568,792,000.

Together WGAY and WGUN reach
85% of Maine's total retail buying power!

National Representatives
PAUL H. RAYMER CO.





Announcement

J. O. Reinecke, one of the country's leading Industrial Designers, announces his new organization devoted exclusively to product styling and limited in size to assure personal attention to your design projects.

J. O. REINECKE
INDUSTRIAL DESIGN

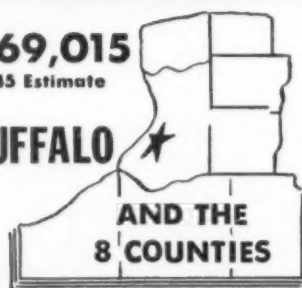
SEVEN TWENTY
NORTH MICHIGAN

CHICAGO • 11

**MORE
PEOPLE
THAN IN
ANY ONE
OF 16 STATES**

1,369,015
1945 Estimate

BUFFALO



**AND THE
8 COUNTIES**

BEST COVERED BY THE

**Buffalo
Courier-Express**

Western New York's Only
Morning and Sunday Newspaper
Representatives:
OSBORN, SCOLARO, MEEKER & CO.



RESPONSE: In both large and medium-size cities, Remington's clinics draw crowds of men and women. Most are new prospects for razor service.

the first clinic in an outlet. (It is interesting to note that at first a bit of "selling" was sometimes necessary for a booking, but dealers now "line up" and wait their turn for the privilege of having clinics in their establishments.) The applicant signs a contract agreeing to promote the event through advertising and display. Remington furnishes mats and display posters. In some instances, a demonstration is part of the clinic, with free shaves given to those desiring them. This is especially effective with prospects who believe they cannot get close shaves with electric shavers.

In order to serve as many people as possible at the clinics, the men must work quickly. Each shaver is taken care of on the spot, even when repairs are needed. To help the attendants establish a system, they are trained to follow a step-by-step routine, from

a pleasant greeting to the person being served, through the cleaning-oiling-adjusting procedure for which there is no charge; and in the handling of suggestions on repairs—when these are advisable—for which there is a charge. High-pressure salesmanship is taboo, but attendants make a practice of suggesting trade-ins when customers bring in old models. It is estimated that about 40% of those who come take only the free service. Other customers request more extensive repairs or buy accessories such as service kits, cleaning brushes, mirrors, Remington Shaving Powder Sticks or other related merchandise; and, of course, many buy merchandise elsewhere in the store.

From a monetary point of view, results are best when clinics are staged in large stores in thickly populated centers. The record crowd was at Macy's in New York, when 6,000 persons received service in six days. At the other end of the scale, there were 106 who came in the three days a clinic was held in a town of less than 5,000. Though less remunerative than those in large centers, that one was satisfactory to the company because it provided service that was deeply appreciated, as indicated by the long distances some traveled to obtain it. Even so, sales volume was not inconsiderable, in relation to the size of the store and town. Total sales were \$438.50. Of this amount \$30 was for trade-in sales; \$107.50



You can spread the prestige of your products in the magazine acknowledged the biggest success

SALES MANAGEMENT

for replacement of damaged heads, cases, shorted cords, etc.; and \$301 for accessories.

As tangible proof of favorable dealer reaction to the clinics, Remington is accumulating a sizable stack of letters with such expressions of satisfaction as these: "I would appreciate a return trip . . ." "We passed the \$1,500 mark and have quite a bit to add . . . We would like (it) again soon in this and in our other store . . ." "Next March would be an ideal time for another clinic and this is my application for it." "Saturday afternoon we had more customers in our store than ever before. We had customers in the store who had never before been in here, and we're certain they will come back to make other purchases."

Remington Shavers are backed by a merchandising policy which includes a service policy warranty (a year's guarantee, during which personal demonstrations and shaving instruction are furnished free and free cleaning, oiling and adjustment when needed). At this writing, the shaver gift market is being cultivated through national advertising and dealer displays. Father's Day and graduation are seasonal themes. The clinic program shows signs of becoming a major plank in the Division's merchandising policy.

MOBILE DISPLAY

A mobile display room and laboratory, designed to help furniture manufacturers make the most effective use of Airfoam, a foamed latex upholstery material, has been placed on the road by The Goodyear Tire & Rubber Co., Akron.

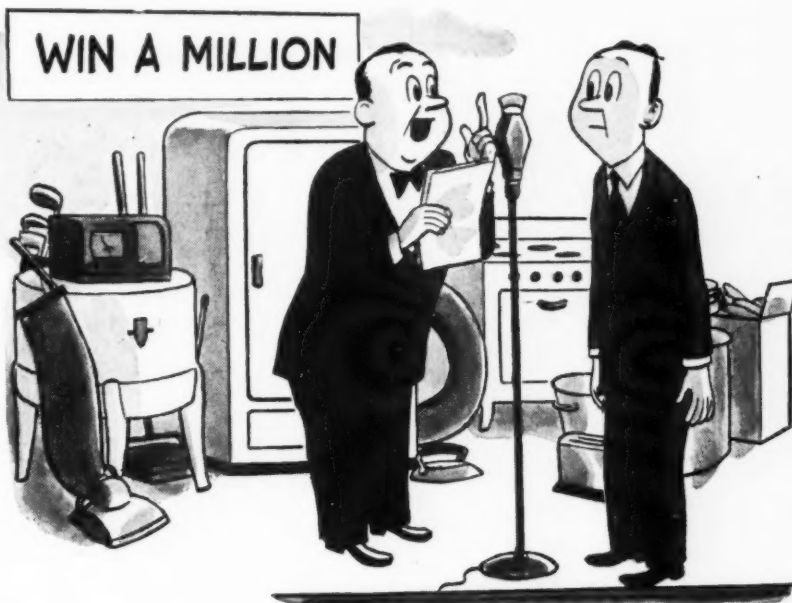
The trailer, a 27-foot National towed by a Dodge passenger car, makes it possible for Goodyear's sales engineers to drive up to a furniture makers plant to demonstrate on the spot the best ways to use Airfoam.

The trailer is divided into two parts, one being a workshop for demonstrating all phases of fabrication and installation of Airfoam in furniture. Separated from the workshop by a plate glass window is a display and sales room showing various types of Airfoam upholstered furniture.

Currently, the trailer is visiting furniture plants in the North. In 1948, the trailer will be on tour through the South and West. The trailer is being routed according to requests from Airfoam distributors.

JULY 15, 1948

**"Answer this question, Homer Sneet,
And you'll be living on Easy Street!"**



Emcee: "How much does it cost, by Air Express To ship 10 pounds 1200 miles, no less?"

Homer: "Why didn't you ask me that *before*? All it costs is \$3.84!"

"I use it many times each day—
It's the fastest possible way to make hay!
Easy Street's *already* my address,
Thanks to Scheduled Airline Air Express.

"What's more you get *door-to-door* service, too—
And all at *no extra cost* to you.
In these days of price inflation
Air Express rates are cause for elation!"



Specify Air Express—World's Fastest Shipping Service

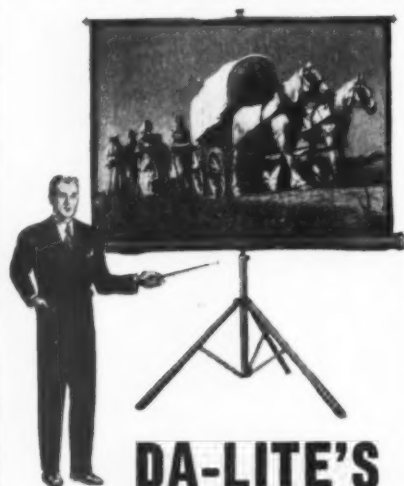
- Low rates—special pick-up and delivery in principal U.S. towns and cities at no extra cost.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.

True case history: Standard instructions from Rochester, N. Y., advertising agency to electrotypers are to "use Air Express." Gives more time on every job. Typical shipment was 20 lbs. of electros for Chicago publisher. Picked up in Rochester 9:45 A.M., delivered 5:30 P.M. 524 miles, Air Express charge only \$3.11. Phone local Air Express Division, Railway Express Agency, for fast shipping action.



AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U.S.

GET YOUR "SHOW"
Off to a Smooth Start!



DA-LITE'S HANDSOME, NEW PICTURE KING

Sets Up Quickly - Easily!

Here is the most practical and beautiful tripod screen ever designed. Sensational, smooth-working features of Da-Lite's 40th Anniversary Model enable you to set up the Picture King in 10 seconds!

STURDY, GRAVITY-OPENING LEGS spread open when you release the control knob and automatically lock in position.

TENITE FEET provide non-slip floor contact.

INTERNAL "SLIDE-A-MATIC" LOCKING permits quick adjustment of height to any desired high or low position.

CRITICAL BUBBLE-TYPE LEVELER provides instant horizontal positioning of the case.

Easily Carried, Too!

The Picture King's aluminum alloy tripod makes it pounds lighter than other large screens. Legs are locked closed against the case and will not accidentally open while the screen is being carried.

Unmatched Fabric Protection!

The exclusive Da-Lite flat back Octagon case prevents rubbing fabric when it is being unrolled or rerolled. Exclusive slat plug and collar hold the fabric away from edges of case opening. A patented slat lock locks fabric in case, protects it in shipment and carrying.

Write for descriptive circular!

SEVEN POPULAR SIZES

45" x 60"	60" x 60"
52" x 70"	70" x 70"
63" x 84"	84" x 84"
72" x 96"	



DA-LITE SCREEN COMPANY

2705 N. PULASKI ROAD • CHICAGO 39, ILLINOIS

Mavis Premium Offer Pushes One Item, Samples Another

By T. T. TOOLE, President • V. Vivaudou, Inc.

Test campaigns in New Orleans, Los Angeles and San Francisco demonstrate how returns from an advertised offer can be increased if space & time promotion is adequately backed up with point-of-sale displays and counter signs.

Adverse conditions, which might easily have spelled failure, were purposely chosen for the premium-and-sampling offer which we tested in New Orleans last December . . . yet the results were far better than anticipated.

We started out with all the drawbacks we could. The season was against us. December has never been a good month for sales of talcum powder. Newspapers and radio are crammed with pre-Christmas advertising. We couldn't get the preferred positions we wanted in newspapers, we couldn't get the radio time we desired, and we were forced to run our advertisements in black and white instead of in the four colors we'd hoped to use. The jam of pre-Christmas promotions did not allow the stores to give us counter display space, special windows, nor promotional help of any kind.

Despite all these drawbacks, we got what we consider a "terrific" response to our advertising. How did we do it? We took one item from our line (Mavis talcum powder) and treated it as a commodity. Advertising copy was hard-hitting, and incorporated every ounce of sales punch we could muster. There was no glamour, no romance; just sales talk.



Don't bolster your sales quota—Beat it! Use BSN where the cash customers are looking for you.

Newspaper advertisements were divided into two parts in layout. Half was devoted to copy selling the commodity: Mavis talcum. The other half was devoted to describing the premium: Djer-Kiss perfumes, and a gold metal bracelet.

We used newspaper advertising for the first part of the campaign, and followed it up a month later with spot radio announcements on two radio shows.

The premium offer was more than just a simple premium. We offered an attractive, gold-type metal bracelet, to which was attached a tiny gold metal heart-shaped medallion. In the heart was a tiny opening which could hold a drop of the Djer-Kiss perfume which went with it. When a woman wears the bracelet, it will offer her a constant sampling of the perfume. The scent will linger for hours, wafting upward in an aura of fragrance.

No Age or Income Barrier

We chose Mavis from our line of 206 items for the test because talcum powder knows no age or income group barrier. It is acceptable to everyone. By offering Djer-Kiss perfume as a premium, we introduced (or perhaps re-introduced) a consumer to another product in the line. We neither have to go to the bother of winning the consumer away from something else in order to try our fragrance, nor do we have to undertake a far more expensive, and perhaps wasteful, sampling campaign.

In our premium offer, we asked for no proof of purchase, no box tops, nothing other than a statement from a woman telling us that she had bought a can of Mavis, and giving us the name and address of the store where she had made her purchase. Yet, we offered the consumer a \$2.40 value for a mere 25c.

To back up our premium offer, we

SALES MANAGEMENT

cluded a postcard in the kit in which we mailed the bracelet and perfume. This card stated that if the woman would tell five of her friends about the premium offer, or send us the names and addresses of five women she knows, she would be eligible to receive still another bracelet for 25c. This offer drew many repeat returns.

We were completely happy with the results of our initial test campaign in New Orleans, where we used the black and white sections of the *New Orleans Times Picayune*. Sales of the talc—despite the seasonal trend, the lack of gift wrapping and other adversities we encountered—zoomed beyond our expectations and those of our retailers. Our success in this city led us to other test campaigns in Los Angeles and San Francisco.

Why Successful

We think that the great value of the premium offer, and the fact that the two products—Mavis and Djer-Kiss—are two of the oldest and best-known names in the cosmetic field are responsible for its success.

The one thing we learned from our first trial, however, was that we ought to back up our promotion with point-of-sale display cards, and counter signs. When we repeated the test in San Francisco and Los Angeles in February, we included counter cards. The display piece we prepared is an attractive job, and one that contains specially prepared postal cards. Copy describes the offer, and asks the consumer to take a card, fill in her name and address, and mail it back to us.

In our test campaigns on the West Coast, we placed four-color advertisements in the Sunday supplements of both the *San Francisco Chronicle* and the *Los Angeles Times*. With the help of information gleaned from our first test, we backed them up with point-of-sale display pieces.

Almost 2,700 Replies

Results were even better than anticipated. The first appearance of our advertisements in Sunday newspapers brought in 2,694 replies—received within two days. The follow-up was equally effective.

This dramatic approach to selling has had a two-fold effect. It has greatly increased sales of Mavis talcum powder in the areas tested, and has performed a sampling distribution for Djer-Kiss perfume. It has built good-will for us with the general public, with our dealers and with our retailers. We hope the epilogue will be repeat sales, and a wider audience for both products.

Stability

comes of
many
products



She's not so Bossy in Michigan!

Sure, dairying is big business in Michigan—but so are a lot of other things.

Michigan farmers aren't tied to the ups and downs of any one product . . . they have a money crop all year round. Result: a STABILITY rarely found in other "upper third" farm states.

Many nearby market centers are another aid to stability. Michigan's farmers are only minutes from markets. They spend less money in selling, save more money for buying!

And don't forget age—Michigan is one of the oldest farm markets. Indeed, MICHIGAN FARMER has been carrying its message of better farming and better farm living for more than a hundred years!

This old favorite is still the favorite of Michigan's farm families—four out of five read every issue. MICHIGAN FARMER



Golden Crescent Stability

... your best profit hedge
in the farm market

No farm area of equal size and wealth can match the stability of The Golden Crescent. It has greater age, a greater variety of products. The nearness of farms and towns not only reduces marketing costs, but inspires a higher standard of farm living. Served by MICHIGAN FARMER, THE OHIO FARMER, and PENNSYLVANIA FARMER, The Golden Crescent safeguards your profits through the ups and downs of the farm market. For further information write F1013 Rockwell Ave., Cleveland 14, Ohio.



MICHIGAN FARMER
East Lansing

THE OHIO FARMER
Cleveland

PENNSYLVANIA FARMER
Harrisburg

WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

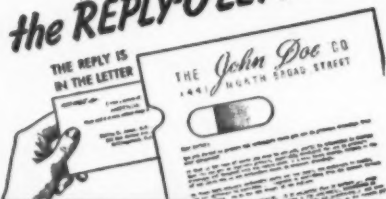
Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what you have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.,** serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

AMERICAN BIBLE SOCIETY

uses

the **REPLY-O LETTER**



Write to the
REPLY-O PRODUCTS CO.
150 WEST 22nd St., NEW YORK 11

Score!
WITH
LIVE LISTS
Beat all former records! Go directly to your **REAL PROSPECTS** with lists **MADE-TO-ORDER** for your sales or promotion job. No stock or shelf-stale lists sold—each compiled individually for you from latest sources—**FAST, ACCURATE, PRODUCTIVE!** 63 years of list leadership! Write to Dept. S for Ponton's famous **LIST O'TRADES.**

W. S. PONTON
635 Ave. of the Americas, New York 11
Watkins 9-5185, 6, 7, 8, 9



The fight is on for the same dollar. It's a healthy fight. Make it profitable. Use the 1st paper

Recap on Meet of Canada's Sales-Advertising Chiefs

Members of the Canadian Advertising and Sales Federation give thorough airing to ways to make their clubs prosper—Hear report on conditions in Europe—Make annual Club awards—Elect Lyn Baker, of Moore Business Forms, president for '48-'49—Report 22 member clubs.



CLUB OF THE YEAR: Harold A. Plant (right), Winnipeg, receives from retiring president, Hall Linton, the "speakers' timer," the C. A. S. F. club achievement award to the Sales and Advertising Club of Winnipeg.

"Raise Your Sights" was the theme of the annual conference of the Canadian Advertising and Sales Federation in Toronto, Ont., June 28-29. Officers and members of many of the 22 men's and women's clubs in the 4-years-old Federation were present to study methods of making clubs stronger and more effective so as to increase the stature of advertising and selling in Canada. (A dozen of these clubs hold charters in the National Federation of Sales Executives.)

To raise its sights, C.A.S.F. has taken a number of steps and others were suggested. It distributed at the conference copies of a long report from 14 of its own members on proper functions of clubs of all sizes. It showed for the first time a new slide film to be used in bringing in additional clubs and in soliciting sustaining members among companies. The retiring president, Hall Linton, as-

sistant advertising manager of Maclean-Hunter Publishing Company's *Chatelaine*, said a single test letter sent to 20 concerns had brought in six sustaining members, and that several inquiries had also resulted. He urged that this new method of building up Federation finances be continued.

New impetus was given to the project of inducing high schools, trade schools and colleges to teach sales and advertising by reports from G. Alec Phare of the Toronto club, Ralph Hodd of the Kitchener-Waterloo club and others. Mr. Phare has headed Toronto's educational activities since 1934. Last year, 3,681 students were registered for 24 two-hour evening periods of lectures and "workshop" sessions. He cautioned clubs against adopting "canned" standardized courses, saying they might fall into the wrong kind of

teaching hands. The ability of the teacher, he thinks, is more important than the course itself. However, S. M. Philpott, of Toronto, urged that a committee study the subject of working up a standardized course for all clubs. No committee was immediately appointed.

Harry E. Smith, of Montreal, encouraged clubs to use more programs of direct interest to top management and thus arouse wider and deeper respect for club work. Incidentally, he objected to advertising censorship services by clubs for publications, saying that newspapers, magazines and radio stations should do that themselves in the general effort to maintain truth in advertising. One or two other clubs had reported they were glad to do it.

In other sessions, the conference listened to three-minute reports from each of the member clubs on their year's activities, and then broke up into group discussions of club problems such as membership, attendance, publicity, finance and conduct of meetings and otherwise spent time sharpening operating details.

At a luncheon session, W. A. Irwin, editor of *Maclean's Magazine*—recently returned from Europe—said western countries on the continent had made a better start toward

economic rehabilitation than most North Americans think, but that chaos from inflation and Russian-Allied Nations feuding in Germany put democracy on critical trial. He thinks Russia's diplomacy is back-firing now, that the trend is definitely toward the right all over western Europe and that a Russian-western war is highly unlikely.

C.A.S.F. awards for the year went to three clubs. Winnipeg won the annual prize for greatest club achievement over the previous year; Kitchener-Waterloo did the most in vocational guidance; The Women's Advertising Club of Winnipeg drew the Provincial Paper Co. plaque for best attendance at the conference. It was presented by Lee Trenholm, of Provincial, to Mrs. Vera Freeman, of Winnipeg.

Officers elected for 1948-49 were: President, Lyn Baker, Toronto manager for Moore Business Forms, Ltd.; first vice-president, Glen Mac Kay, Canadian Street Car Advertising Co., Montreal; treasurer, Lee Trenholm, Provincial Paper Co., Ottawa; and secretary, Miss Cecelia Long, Ronalds Advertising Agency Ltd., Toronto. Miss Long is also in charge of the C.A.S.F. speakers bureau. No time or place was selected for the 1949 conference.

SALISBURY NORTH CAROLINA

Per Capita
No. 1. MARKET

in the South's

No. 1. STATE

New "Brand Preference Survey" in
Making. Mailed When Ready.

RESERVE YOUR COPY NOW!

POST

Evening and Sunday Morning

SALISBURY, N. C.

WARD-GRIFFITH CO., Representatives

KNOW YOUR PRODUCT

You make a raw material used widely in both industrial and consumer goods. Every day, salespersons will be talking to users about it, advertising copywriters mention it in printed promotion, it's talked about on the radio, and additional manufacturers make plans to use it. But how can you be sure they are talking, writing, acting on the basis of facts about your material?

That is the question that the Nylon Division, E. I. du Pont de Nemours and Co., Inc., Wilmington, Del., asked itself. It has found the answer to be a booklet, "Basic Nylon Information," for "the people who tell the public." This booklet is being distributed to more than 2,000 advertising agencies.

The Nylon Division, addressing its advertising agency audience, says this about its booklet:

"It contains basic information about du Pont nylon textile fibers we believe will prove helpful to you when writing advertisements or promotional literature about textile products made with (or containing) nylon; for preparing tags, labels, and other information material, or when educating sales personnel about them."

JULY 15, 1948

Frostair
REFRIGERATOR



AN EXAMPLE OF
BARNES & REINECKE
PRODUCT STYLING

Let us improve your product's
sales appeal and utility, help
cut production costs, too.

STAFF OF OVER 200 • OUR 15th GREAT YEAR
BARNES & REINECKE INC.
DESIGNERS AND ENGINEERS
234 E. OHIO, CHICAGO 11, ILL.

Media and Agency News

MAGAZINES

"*Outdoorsman* saw a man about a dog—thousands of them," is the title of a study on dogs and the cost of their maintenance, including the purchase of dog foods and supplies, just completed by *Outdoorsman*, magazine for active sportsmen. The report is their third of a series of market studies based on questionnaires sent to a cross-section of 3,000 readers. The two previous studies were on vacations and small boats.

As a result of the research on dogs, *Outdoorsman* arrives at the conclusion that 236,340 of its more than 300,000 subscribers own 419,720 dogs and that they spend nearly \$15,000,000 yearly for dog foods and equipment which go for their upkeep and well-being. In selecting the 3,000 names, all known professional breeders were eliminated, and those used were picked at random from the subscription galleys—except that they were chosen geographically so that all sections of the country were represented.

Seventy-eight per cent of all who reported replied that they owned one or more dogs. Of those answering 21.2% reported that they owned more than one. The average was two and two-thirds dogs each. Forty-five per cent, which would project out to an ownership of 188,874 dogs, said their dogs were registered; 82.3%, which would measure out to an ownership of 345,430 dogs, replied that their dogs were trained.

Some of the more revealing questions and answers follow:

Q. How much do you spend a year to feed your dog?

\$5 to \$25?	26.1%	or 61,685.
\$25 to \$50?	29.0%	or 68,539.
\$50 to \$75?	16.0%	or 37,814.
\$75 to \$100?	5.7%	or 13,471.
\$100 to \$150?	7.5%	or 17,726.
\$150 to \$200?	4.6%	or 10,872.
\$200 to \$300?	None	
\$300 to \$400?	2.8%	or 6,617.
\$500 or more?	0.9%	or 2,127.
Did not reply	7.4%	or 17,489.

(The above would indicate that 236,430 owners spend \$10,879,830 per year on dog foods alone.)

In arriving at this figure the report explains: "Although many replies stated specific expenditures, a high percentage of the replies used price groupings. So, for the sake of

consistency, all expenditures were tabulated by groups. In order to project the total annual expenditure for dog foods, it was necessary to strike an average for the different groups. Sixty per cent was chosen arbitrarily, but it is believed that that percentage is well on the conservative side."

Q. What kind of canned food do you give your dog? revealed brand names and the number of owners feeding the specific brand as follows:

Pard (Swift)	26.5%	or 62,630
Ken-L-Ration (Quaker Oats)	9.4%	or 22,216
Hill's	7.8%	or 18,435
Dash (Armour)	6.3%	or 14,899
Strong Heart	4.7%	or 11,109
Kremmel	4.7%	or 11,109
Red Heart (Morrell)	3.1%	or 7,326
Ideal	3.1%	or 7,326
Vigo	3.1%	or 7,326
"Various kinds"	3.1%	or 7,326
Miscellaneous (equally divided among Tony, Rival, Head Start, Calo Skippy, Gish, Flag, King Karle)	12.5%	or 29,543
Did not specify	15.7%	or 37,105
	100%	236,340 Owners

Q. What kind of dry feed do you give your dog?

Gaines	23.0%	or 54,358
Purina	19.3%	or 45,358
Friskies (Carnation)	8.5%	or 20,089
Gro-Pup (Kellogg)	4.8%	or 11,344
"Kibbles"	4.8%	or 11,344
Kasco	3.6%	or 8,508
Spratt's	3.6%	or 8,508
Nutrean	3.6%	or 8,508
Hunt Club	2.4%	or 5,673
Miscellaneous (equally divided among Armstrong, Standard, Ken-L-Biskit, Wirthmore, Conkey's, Wayne, Austin, D & G, Dad's, Kin, Vitality, Security, Jim Dandy)	15.6%	or 36,869
Did not specify	6.0%	or 14,191
	100%	236,340 Owners

Q. Do you feed your dog at home?

Yes	95.3%	or 225,232
No	1.9%	or 4,490
No reply	2.8%	or 6,618
	100%	236,340 Owners

Q. Do you feed your dog table scraps?

Yes	82.2%	or 194,271
No	14.0%	or 22,088
No reply	2.8%	or 6,618
	100%	236,340 Owners

Q. Do you feed your dog horse meat?

No	54.5%	or 128,805
Yes	45.5%	or 107,535
	100%	236,340 Owners

Future studies planned by *Outdoorsman* include guns and ammunition and Christmas buying habits as they pertain to outdoor sportsmen.

The Esquire Liquor Intelligencer, a 20-page compilation of pertinent matters alcoholic, is the high point of *Esquire's* 18-year history of consistent editorial service to the American liquor industry. First among all magazines in the number of editorial lines (8,445 in 1947) devoted to potables, in the percentage of readers who drink (90.9%), and in the average numbers of liquor advertising pages per issue (26.9) *Esquire's* August issue now gives the liquor business a substantial boost during its



DOCUMENTING: The Esquire Liquor Intelligencer, for *Esquire's* August issue.

slackest season with one of the most comprehensive drinking guides ever published.

The curtain is raised on the Esquire Liquor Intelligencer with an inside cover in two colors. Pages two and three are devoted to an article titled: "How to Drink Like a Gentleman"—a plea for moderation. This article begins: "Alcohol is a fuel used to propel rockets. You are not a rocket. Do your drinking in moderation, asking of each sip pleasantness and good cheer—not propulsion." The spread is framed in a photographic border of liquor labels representing all the major manufacturers. Pages four and five are called "The Esquire What and When Chart," presenting in chart form eight specific occasions for entertainment at which liquor might be served for six differ-

SALES MANAGEMENT

ent groups of guests. Other pages cover: a specific guide to each phase of drink mixing; a page of anecdotes on the lore of drinking, interspersed with toasts and epigrams; recipes for long drinks and cocktails; the requirements, liquid and durable, for a balanced bar; a listing of wine types; how to buy wines and when to serve which wines. Other pages feature definitive material on brandies and liqueurs; the what, where, how and why of a properly built liquor closet; a page of unusual information on wines, spirits and beer; a straightforward discussion of the sound value of liquor in sound hands. For those who may have fallen into bad company, the last page deals with the morning after and how to minister to it.

The Esquire Liquor Intelligencer is being promoted extensively. Reprints of the section are being distributed through leading liquor stores. Wine, beer and cordial manufacturers have been given advance information for their bulletins and for tie-in advertisements. The National Retail Liquor Package Store Association, the Licensed Beverage Industry and the Distilled Spirits Institute have all been offered enclosures, window strips and releases.

A 5,000-postcard mailing, dealing with the Intelligencer, has been sent to top liquor stores throughout the United States. Publicity plans include column plants, releases to "dine and dance" and "where to eat" columns, releases to "where, when and how" magazines and to all drug and liquor business publications.

Additional promotions include: 3,650 cover blow-ups, 5,000 two-color 11" by 14" posters, Esquire merchandising letters, announcing manufacturers' advertisements, to dealers, and advance information in the Esquire Merchandiser.

Keyed as it is to the liquor industry's current theme of moderation, the Liquor Intelligencer is an example of the magazine's new series of special selling sections.

The Esquire man's average age is 38.7 years. He earns an average annual income of \$8,369. Of the 90.9% of Esquire families who serve liquor, 97.7% of them ask for brand liquor in package stores, and 81.7% of them ask for brand liquor in bars. Esquire men buy 93% of the liquor for the home, and the average Esquire family gives cocktail parties attended by 17.7 persons.

Esquire, in 1947, carried almost double the amount of editorial lineage (8,445) carried by the next highest magazine, and as of May, 1948, had already carried 2,318 lines of liquor

editorial material. It also carries the highest number of liquor advertising pages per issue (26) of any other magazine.

According to figures from the 1948 Magazine Audience Group Study just released, further increases in total readership have been registered by Life, Look, and The Saturday Evening Post. Collier's, the fourth magazine studied, showed a loss.

The new study reveals that Life has the largest audience, with 27,572,000 readers, a gain of 1,572,000 over last year's 26,000,000. Look,

with an audience of 17,439,000, up 1,789,000 over 1947, remains in second position. In third spot is the Post, which, with a readership of 15,702,000, registered the largest gain of the year—1,952,000. Collier's readership, 10,341,000, represents a drop of 759,000 from 1947.

The same relative positions are maintained in other breakdowns released by the Magazine Audience Group. Except for a slight loss by Life in its "Total Women" audience, the top three showed gains in the "Total Adult," "Total Men," "Total Teen-Agers" grouping. Colliers

for fifteen
consecutive years
BC REMEDY CO.
has been
advertising* on station
WMC MEMPHIS



AFFILIATE

* A "spot" advertiser with 4,680 quarter hour programs during this period.

5,000 watts day and night, 790 kilocycles

National representatives, the Branham Company

WMCF

First FM station in the Mid-South

WMCT

Television coming soon

Owned and operated by the Commercial Appeal

showed a gain only in the "Total Women" category.

In the "Total Audience 20-44 years" group, *Look* showed the greatest increase, numerically and percentage-wise, followed by *Post* and *Life*. The same positions are maintained in the breakdowns of men and of women in the age-group.

The Magazine Audience Group's figures for the percentage of each magazine's audience in the top 20% of the economic scale shows only *Look* registering an increase—417,000 readers, on 10.2%.

However, in the percentage of audience in the top 60% of the economic scale, *Post* showed the greatest advance, with an increase of 842,000, or 7.7%, against *Look's* 448,000, or 3.3%.

The study is based on interviews of a representative sample of Americans, weighted for geographical location, income, and urbanization. All field work was done by Crossley, Inc.

A complete report on the 1948 Magazine Audience Group findings are being released by *Look*.

A major magazine audience survey has been completed by the publishers of *Parents' Magazine*, designed to give national advertisers an authoritative analysis of the intensity of interest readers hold toward *Parents' Magazine* and toward other magazines received in the home of *Parents' Magazine* subscribers.

Titled "Reader Heat," the study was made under the direction of Dr. Raymond Franzen, noted audience analyst.

In announcing the new study, Allison R. Leininger, vice-president of The Parents' Institute, Inc., publishers of *Parents' Magazine*, defines: "The intensity of reader interest and reader confidence held by subscribers toward a magazine is termed Reader Heat."

This measurement of the qualitative aspects of the *Parent's Magazine* readership shows the importance which readers attach to the opinions and statements they find in the magazine. Thirteen factors, or fields of interest, were adjudged to be the particular interests which bring magazines close to the daily lives of women readers. Four samples of the questions asked are: What magazine do you read most thoroughly? What magazine provided the most good suggestions that you have applied? What magazine gives you the greatest confidence in the things and services advertised in its pages? From what magazine do you keep the most clippings?

The study which was conducted through 1,000 personal interviews in 22 representative cities, was designed primarily to show the Reader Heat that is generated by *Parents' Magazine* among its own subscribers. In completing the tabulations, however, a secondary group of comparisons was made showing how *Parents' Magazine* is rated in direct comparison with other magazines received in subscriber homes. Each respondent favored *Parents' Magazine* 3.5 times on the average, while the next ranking magazine was named on the average of 0.5 times.

"It is obvious," states George J. Hecht, president of The Parents' Magazine Institute, Inc., "that the circulation of a magazine is important to the advertiser only in direct relation to the degree of interest with which subscribers read it. And to this end the study was undertaken."

Copies of the Reader Heat survey are available on request from *Parents' Magazine*.

NEWSPAPERS

Copies of a brochure, "The \$3,266,800,000 'Double Feature' Carolinas Market," has just been mailed to approximately 5,000 executives of advertising agencies and firms whose products are nationally and regionally advertised.

The market study comprising the brochure was sponsored by the Carolinas Advertising Executives Association.



WARREN KELLY, former director of retail advertising, is now general manager, the *Mirror*, N.Y.C.

tion, representing 46 daily newspapers in the two States. Co-sponsors are 15 advertising representatives organizations. The study was produced by the W. H. Davis Advertising Agency, Asheville, N. C.

The brochure shows 1947 retail sales in the Carolinas of \$3,266,800,000, a gain of 35% over the 1946 figures. Gross buying income of \$5,153,869,000 is far ahead of the previous year's total. SALES MANAGEMENT'S Survey of Buying Power is

the source of these trade figures.

Designed to give a comprehensive picture of the Carolinas Market, its growth and outlook, the brochure takes up such subjects as: Customers for you—5,996,700; wholesale sales—\$3,538,863,000; crop values—\$1,061,204,000; tourist trade in the Carolinas—\$260,000,000; bank resources—\$2,734,655,000. Included are industrial diversification, minerals, water power, and transportation facilities. Each section of the 28-page booklet, in color, is factually and simply presented, and is illustrated with pertinent photography.

There is also a tabulation giving detailed information on the Carolinas daily newspapers, with a map of the two States showing the location of each of these publications.

The brochure was published in commemoration of the 10th anniversary of the Carolinas Advertising Executives Association which was organized by the daily newspapers of the Carolinas to foster and to promote better newspaper advertising.

The last word in the brochure invites: "Full information about any portion of The Carolinas Market will gladly be given upon request to any newspaper appearing in the tabulation. . ."

Lawrence B. Sizer, vice-president and sales promotion manager of Marshall Field, Chicago, and Thomas H. Young, director of advertising, United States Rubber Co., New York City, have been appointed to the board of the Audit Bureau of Circulations. . . E. Bartlett Barnes, business manager of the *Bristol Press*, Bristol, Conn.; Sydney F. Harris, publisher of the *Ottawa Herald*, Kansas; Eugene E. Pulliam, publisher of the *Indianapolis Star*, Ind., and president of Central Newspapers, Inc., have been named members of the governing board of the Bureau of Advertising, American Newspaper Publishers Association. . . William R. Butler, newly appointed manager of the financial advertising department of the *New York Herald Tribune*, continues as manager of the automotive and industrial departments, also. . . Charles E. Branham, formerly national advertising manager of *The Atlantic Journal*, has become associated with The Branham Co., New York City, advertising representatives. Mr. Branham is a brother of John Branham who founded the company in 1906. Floyd Hurt, a member of *The Atlanta Journal's* advertising staff since 1937, succeeds Mr. Branham and is appointed manager of the general advertising department of the newspaper.

SALES MANAGEMENT

WHAT *A* ADVERTISERS DIDN'T KNOW!

In sales and advertising you can't work on the principle that what you don't know won't hurt you, for example...

Until recently The POPULAR FICTION GROUP was a stepchild. Advertisers *didn't know* that the 25 magazines of this group were read by 12,750,000 people—the fourth largest magazine audience.

Advertisers didn't know that this market was a typical cross-section of America . . . comparable in important market characteristics—age, sex, education and income—to audiences of other leading mass circulation magazines whether weekly or monthly.

Advertisers didn't know that, with quarter page bottom-of-story ads or better, their selling messages were put *alone* on an editorial spread . . . got better readership . . . better observation . . . better results.

Advertisers didn't know that they could sell The POPULAR FICTION GROUP's 12,750,000 cover-to-cover readers with full page ads every month for only \$28,800 a year . . . one-half to one-third the cost of comparable campaigns in other high circu-

lation magazines . . . only \$1.20 per M guaranteed.

But, now, with a market that national research clearly defined, wide-awake advertisers such as Lifebuoy, Gillette, Winchester, Bromo-Seltzer, Calvert, Motorola, Sheaffer Pens, RKO, Prestone, Mennen and Wildroot are taking advantage of The POPULAR FICTION GROUP's many advantages—mass coverage, high readership, low rates.

In this day of skyrocketing space costs, *you can not* afford to neglect this prime market of 12,750,000 people . . . especially when it's available at such low cost.

Get all the facts on this important advertising opportunity. Write today for your copy of the Stewart, Dougall National Audience Study and the Daniel Starch Readership Report. They tell how The POPULAR FICTION GROUP offers tremendous and effective coverage of a profitable market at one of the lowest costs in mass magazine advertising history.

THE *Popular* Fiction Group

205 E. 42ND ST., NEW YORK CITY • 333 N. MICHIGAN AVE., CHICAGO • 427 W. FIFTH ST., LOS ANGELES

JULY 15, 1948

TELEVISION

A special C. E. Hooper survey of home television viewing the Louis-Walcott fight, June 25, produced a rating of 86.6, the highest in the history of radio and television, and a share of audience of 99.7. Total audience for the seven cities which carried the telecast of the fight was 6,000,000, according to Hugh M. Beville, Jr., NBC director of research. The Hooper survey reported sponsor identification for the Gillette Safety Razor Co. of 79.8.

NBC has contracted for another affiliate in its network, WJAR-TV, Providence, R. I., which is now under construction and is expected to be in operation by September 15. The new station will receive network programs via radio relay from Boston, which in turn is connected to New York City by relay.

The Chicago area now has 25,440 television sets receiving Station WBKB programs. Since rates to advertisers are based set census at the Balaban & Katz station, time charges have been increased as of July 5. The new rate, in effect while 25,000 to 36,000 sets are in use, is now \$800 (formerly \$500) an hour; \$525 for 30 minutes; \$320 for 15 minutes.

Of the 25,440 receivers in use today, 77% are in homes; 17.3% are in public places; 5.7% are used by dealers for showroom demonstration.

Benjamin Abrams, president of Emerson Radio and Television Corp., estimates that, by the end of this year, television will account for 75% of the radio industry's total dollar business.



NEW CBS-TV ASSIGNMENTS: David Sutton, sales manager; George L. Moskovics, manager of sales development; Worthington C. Miner, manager of program development.

In announcing the new Esso television campaign, which consists of one-minute film spots in New York City, Philadelphia, Washington, D. C., Schenectady, N. Y., Buffalo, N. Y., Baltimore, Md., and Richmond, Va., R. M. Gray, advertising-sales promotion manager of Esso Standard Oil Co., said: "Esso has been pioneering in television since '39 and '40, and is eager to develop advertising techniques in step with the development of television itself. Last year's program, Your Esso Television Reporter, went off the air in July to await the growth of a really large-scale audience. Surveys indicate that the time is ripe, and Esso is back again with an extensive spot program aimed at the widely expanded television market." The campaign is being handled by Marschalk and Pratt Co. . . . T. H. Mueller, president, Julius Kayser & Co., has announced that Kayser will sponsor a new television program, "The Girl of the Week," to begin September 9, via NBC. The program, a series of five minute films, will picture careers of young women of the United States today. Production of the Kayser

show is in conjunction with the Television Department of Cecil & Presbrey, Inc., the firm's agency.

WPIX, *The News*, New York City, television, will televise all night baseball games played by the New York Giants in the Polo Grounds during the remainder of the 1948 season. Liggett & Myers Tobacco Co. is the sponsor, for Chesterfield cigarettes; Newell-Emmett Co. is the agency.

John H. Mitchell has moved over from the theater side of Balaban & Katz operations into the television department as the newly appointed business manager of WBKB, the Chicago television station.

RADIO

The American Broadcasting Co. has made public its policies on the sale of time, both network and local, for political campaign speeches. During the period from the close of the Democratic national convention up to 1:00 A. M., local time, Tuesday, November 2, 1948 (Election Day), facilities for campaign broadcasts will be made available only on a commercial basis.

The network has established a Political Sales Unit under Thomas P. Robinson, ABC's director of political sales. The unit will handle the sale of time for transcontinental and regional network as well as local political broadcasts over WJZ, New York City key station of the network. Other owned and operated stations will handle local orders in accordance with established policies.

Effective November 1, WAEB, a new station now under construction in Allentown, Pa., will affiliate with the American Broadcasting Co. as a member of the network's Northeast Group. The affiliation of this station, which is owned by the Valley Broadcasting Co., will increase the total number of ABC stations to 268.

SALES MANAGEMENT



"STORADS" direct that impulse at point-of-purse-opening in super markets, a new medium replacing the sales clerks' suggestions: General Stores Advertising Co.

Representing an additional investment of \$50,000 to present facilities, WPAY-FM, Portsmouth, O., owned and operated by the Scioto Broadcasting Co., has extended its primary service area to all communities within a 60-mile radius from Portsmouth. Its transmitter is located atop a Kentucky hill directly across the Ohio River, highest spot between Pittsburgh and Louisville, Ky.

Seven firms have purchased advertising space in the Facsimile Edition of *The Philadelphia Inquirer* to be broadcast over WFIL-FX Thursday, July 15.

WAGA, Atlanta, WMAZ, Macon; WTOG, Savannah, comprise The Georgia Trio, newly re-formed this month. All are CBS affiliates and are represented, individually and as a group, by The Katz Agency, Inc. . . . John Blair & Co. has been appointed exclusive national representa-



G. T. C. FRY, network radio sales director in ABC's realignment of radio and television sales structure.

tives for radio stations KFJZ, Fort Worth, and WRR, Dallas, Texas. . . . Richard F. Kopf has been appointed Chicago Division manager of Joseph Hershey McGillvra, Inc., advertising representatives for radio stations.

Tony Moe, former promotion director of KELO, Sioux Falls, Ia., becomes head of the promotion and press information department at WCCO, CBS Twin City station, Minneapolis, Minn.

BUSINESS MAGAZINES

How can industrial sales executives use the analysis of post-war plant counts recently issued by the Social Security Administration? SSA reports that there are 229,100 individual manufacturing units with one or more employees.

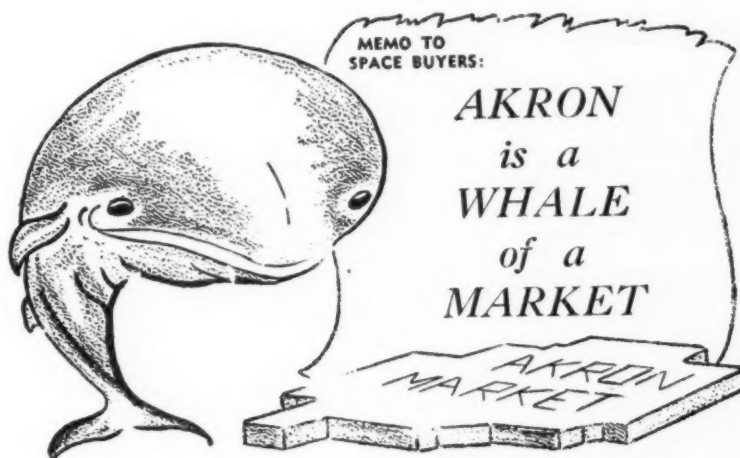
A study of the SSA figures shows that 215 out of the Nation's 3,072 counties account for 76% of the in-

dustrial market, and that 10% of the plants account for 80% of industrial employment. These facts were pointed out by Harvey Conover, president, Conover-Mast Publications, New York City, in a speech given at the annual convention of the National Federation of Sales Executives, which will be repeated at N. I. A. A. chapter meetings.

The Hotel Monthly has released the findings of its cross-country poll of hotel owners and managers concerning their business expectations during the next 18 months. Results:

23% feel business will be equal to or better than 1947; 17% feel it will be consistently prosperous through 1949; 21% feel present level of profitable, more normal operations will continue. Another 20% feel that there will be a constant flow of profitable business but a gradual decline in volume, and 7% feel there will be a definite drop in revenue. Twelve per cent did not care to prophesy.

With its July issue, *Advertising & Selling* has inaugurated a "new magazine within the magazine." The new section, called "The Advertising



It's larger than Memphis, Omaha, Honolulu or Nashville. It's a market unto itself, quick to respond when properly appealed to, but such response comes only when its buyers are approached in a manner to which they are accustomed.

Akron Buyers Read Local, Think Local and Buy Local. That is why Akron's Only Daily and Sunday Newspaper, The Beacon Journal, enjoys 100% coverage of this rich market . . . That is why your sales promotions must appear locally to achieve Maximum Results.

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER
REPRESENTED NATIONALLY BY: STORY, BROOKS & FINLEY

NEW JERSEY'S FOURTH LARGEST MARKET

Bayonne CANNOT BE SOLD FROM THE OUTSIDE

440% More Coverage



No wonder THE BAYONNE TIMES consistently outpulls all other newspapers in this market. No wonder this wealthy city (\$69,246,000.00 Retail Sales 1947) can be sold by THE BAYONNE TIMES alone — 93% home delivered . . . Send for a copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

SALES MANAGER WANTED

Thoroughly familiar with merchandising of hybrid seed corn, feed, or related products.

- Our client is seeking a man who can assume full charge of sales and promotion as vice-president.
- The man they are looking for is most likely now employed as sales manager or assistant sales manager in this field. Preferably 32 to 42 years old.
- This position will command a substantial salary plus a bonus based on net profits.
- Our client is one of the oldest and most successful in this field and offers this splendid opportunity for the right man.
- Please answer by letter explaining qualifications fully. Your reply is strictly confidential.

Triangle Advertising Agency, Inc.

23rd Floor, 291 N. Wells St., Chicago 6, Ill.

GENUINE HIGH GLOSSY PHOTOS 5 1/2" EA.

Made from your negative or photo
Unsurpassed in quality at any price.

NO NEGATIVE CHARGE—NO EXTRAS
24-HOUR SERVICE ON REQUEST

8x10's: \$7.49 per 100; \$55 per 1000
4x6's: \$29.50 per 1000; Postcards \$23 per 1000
Mounted Enlargements (30x40): \$3.85
(No Negative Charge on 2 or more)

Made under supervision of famous James J. Kriegsmann

ANY PRODUCT PHOTOGRAPHED, \$5 Up

JJC COPY-ART Plaza 7-0233
Photographers 165 West 46th St.
New York 19, N.Y.

"WE DELIVER WHAT WE ADVERTISE"

AMERICA'S FINEST MARKETING MAP

of the United States for Sales and Executive Use

HEARNE BROTHERS

203 Beautiful Sales Wall Maps covering the Major U. S. Markets. All Maps 65 x 44" mounted, mechanically indexed, cellophane laminated. IN-QUIRIES cordially invited. FREE Illustrated Brochure upon request.

HEARNE BROTHERS
24th Flr., National Bank Bldg., Detroit 26, Mich.

PRESENTATION BOOKS
TRANSPARENT PLASTIC
ENVELOPES, FOLDERS BY V. P. D.

Zipper case books, factory job ticket holders. Sold only through leading stationers in the U.S.A. and Canada. For descriptive catalog write

JOSHUA MEIER CO., INC. P. O. Box 343
Cooper Station, New York 3, N. Y.

Agency," contains 16 pages or articles, without continued lines, about agency practice and operation, written by authorities in the agency field. It has a separate identifying cover, both front and back, printed in two colors.

Appointment of an enlarged Committee on Business Papers has been announced by the American Association of Advertising Agencies. It will deal with operating problems in the business paper field, and the chairman will be member ex-officio of the Committee on Media Relations. Chairman of the 15-man committee is E. A. Elliott, vice-president of Campbell-Ewald Co., a director of Controlled Circulation Audit, and a member of Advertising Research Foundation's Executive Management Publications Committee.

Fischer S. Black, formerly assistant to the president of Potomac Electric Power Co., Washington, D. C., on July 15 becomes editor of *Electrical World*, McGraw-Hill Publishing Co. He replaces acting editor, George C. Tenney, who will continue his other duties as president of the McGraw-Hill Company of California, vice-president of the McGraw-Hill Publishing Co., and editor and publisher of *Electrical West*. . . . E. R. Gauley has been appointed vice-president of Maclean-Hunter Publishing Corp., Chicago. His former position of managing director of Maclean-Hunter Ltd., London, England, is now held by Harold F. Charles. . . . *Chemical Engineering*, McGraw-Hill Publishing Co., is sponsoring its Ninth Award for Chemical Engineering Achievement, 1948. The presentation will be made at a dinner in the Waldorf-Astoria, the evening of November 10, 1948.

RELATED SERVICES

'Not for the 'bigness' of the job, but rather for the qualitative contribution to research" was the criterion of judgment that the American Marketing Association (N. Y. Chapter) employed in choosing the 1948 award winners for work accomplished in 1947. The awards were presented June 30 during a luncheon held at the Commodore Hotel, New York City.

The Annual Award for Leadership in Marketing was won, for the second time, by Alfred Politz—Alfred Politz Research, Inc., New York City; "An Attempt To Get The Not At Homes Into The Sample Without Callbacks," "An Audience Measurement of Spot Radio Commercials."



FREDERICK B. RYAN, JR., president of Ruthrauff & Ryan, Inc., is elected a board member of The Advertising Research Foundation.

The Meritorious Citations for Accomplishment in Marketing were awarded to the following: W. K. Bowden, research director, *Los Angeles Times*—"The Country of Los Angeles;" Dr. Dorothy Brady, chief of Cost of Living Division, Bureau of Labor Statistics, Washington, D.C.—"The City Worker's Family Budget;" W. G. Hobson, general sales manager, Hearst Advertising Service—"Sales Operating Controls for 9 Major Markets;" Vernon H. Jones, manager, Store Planning and Merchandising Laboratories, The Goodyear Tire & Rubber Co., Inc., Akron, Ohio—"Coordinated Merchandising—A New Concept in Manufacturer-Retailer Teamwork;" Warren W. Leigh, head, Department of Commerce, University of Akron, Akron, O.—"Automobile Tire Replacement Sales by Distribution Channels;" Victor H. Pelz, managing director, Traffic Audit Bureau, New York City—"Methods For The Evaluation of Outdoor Advertising;" John C. Spurr, director of research, McGraw-Hill Publishing Co., New York City—"McGraw-Hill Census of Manufacturing Plants—1947;" Matilda White, principal executive, Marketing Research Company of America, New York City—"Chronological Index: A Marketing Service."

Arnold King, formerly in charge of sample surveys at the Statistical Laboratory, Iowa State College, becomes managing director of National Analysts, Inc., Philadelphia. He is widely known in the research field for his pioneering work in area sampling as applied to marketing and public opinion research. A member of the American Statistical Association and of The Institute of Mathematical Statistics, Mr. King assisted in designing and planning the surveys used by the Allied Commission to observe the Greek elections in 1946.

SALES MANAGEMENT

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ADVERTISING SALES LITERATURE

Copy, layouts, ideas for Publications and Direct Mail, expertly prepared at low cost.
ROBERT PETERSON, Phone Central 6750, 442 Civic Opera Bldg., Chicago 6

COOL ALL NIGHT!

Guest-controlled air conditioning
 ...noiseproofing
 ...and a radio in every room!

COOL ALL DAY!

HOTEL Lennox ST. LOUIS

POSITION WANTED

Amherst Graduate 1946 desires position in executive department of large corporation located in New York City offering responsibility, enthusiasm, dependability. Box #2551, Sales Management, 386 Fourth Ave., New York City, New York.

COMMENT

THE CLINICAL APPROACH

Now that regional meetings are an established part of the yearly program of the National Federation of Sales Executives, perhaps it's not untimely to consider how these conventions can best be made to supplement the big national meeting.

Based on the many contacts SM's staff makes with sales executives the country over, we think we have at least part of the answer. We believe that the regional meetings should lean most heavily on the bread-and-butter problems of sales management. There's a place on every program for the long view, for inspiration, for the kind of talk which helps each businessman see himself as a part of a larger economy. But when all the delegates get back home, there's the in-coming mail basket, there are all the knotty unsolved puzzles of the every day routine. These problems deserve far more attention than they're getting now on convention programs.

A LETTER which came to the SM editors last fortnight from a midwestern sales manager expresses this man's deeply felt need for specific information about tested techniques in sales correspondence ("I have to handle sales correspondence at the rate of 25 to 50 letters a day."), in the editing of sales bulletins, the layout of territories, the making of sales forecasts, and the setting of quotas. He pleads for case history material angled down to single work-a-day problems of this type. We know there are thousands more like him. We lay a wager that we'll have less trouble building attendance at regional meetings if we do something about it.

Some few of these every-day problems are important enough for panel treatment in general sessions; but many others require a different sort of program technique. They call for a split-up of the meeting into round table sessions. Suppose there are 15 sales executives at any one meeting who would feel their time well spent if they could go home with a notebook full of really good ideas for an effective salesman's bulletin. Let's get those men together in a small room, with a capable discussion leader who himself is soaked up in the subject, and let's assemble some helpful exhibits in the form of good bulletins now being used in a variety of industries.

Now we're dealing with one, isolated, single subject. Discussion can be free and easy. No one is afraid to speak up in a small meeting. Everyone can toss in his questions. There can be argument, idea-trading, experience anecdote. Let's put a blackboard in front of this meeting, and note down on it all the good ideas that bubble up as the discussion proceeds. Let's give the group a reading list on the subject, so they can extend their researches after they've gone home.

The technique of developing and focusing ideas through round table discussion is extremely effective in the hands of a capable discussion leader. But you can't apply it in a meeting of 200 people. There must be a small group. In programming, four such group meetings could be scheduled for one morning or one afternoon, with subject matter which seems relatively non-competitive scheduled at the same hours. Again we wager: If this idea were efficiently worked out, we'd never abandon it. The payoff

would come in the form of cheers from the men who came with a problem on their minds and went home with a notebook full of ideas for solving it.

MARKETING IN A TWILIGHT ZONE

EXCLUSIVE dealer contracts between Standard Oil Company of California and independently owned service stations were ruled illegal during the fortnight by the Federal District Court at Los Angeles. The decision affects 7,000 stations which have contracts with Standard to sell their petroleum products, tires and the like.

In addition to Standard of California, some 23,000 other western service stations with similar agreements with other oil companies are expected to be involved. An almost identical suit has been filed against Richfield Oil Company of California and distribution as well as production agreements alleged by the Government to be monopolistic are charged in a suit involving all major oil companies now pending in Washington, D. C.

It is expected that Standard will appeal the decision to the United States Supreme Court and the Federal District Judge in his decision provided that the restraining injunction shall not go into force until six months after final appeal.

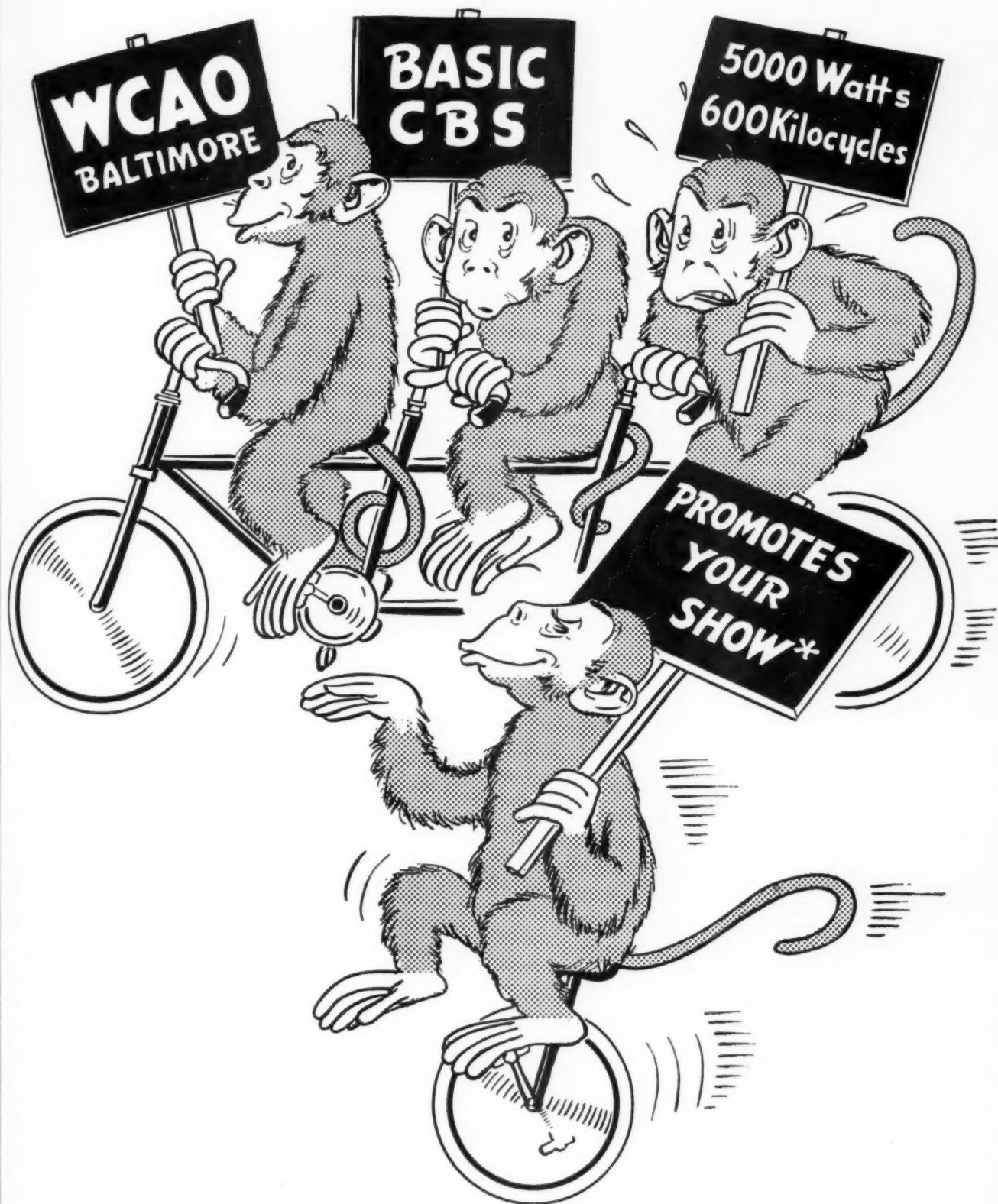
The decision held that the agreement "locked out" dealers from merchandising competitive products and denied manufacturers and suppliers access to valuable retailing channels.

VARIOUS Washington bureaus and departments seem to be pulling against each other on what constitutes fair distribution policies, and neither marketing men nor their lawyers seem to know at the present time how to add up and get the correct score. The Federal Trade Commission, for example, has held that it is OK to give a franchised dealer all of the business in a territory. This would seem to run contrary to the attitude of the Department of Justice in the California Standard Oil case since this would permit a competing dealer across the street from a franchised Standard outlet to buy the same products.

Or take the inconsistency regarding building construction material. Various Government agencies which are trying to promote housing would like to make it possible for big builders to order refrigerators and similar items direct from the manufacturer, but the Robinson-Patman Act is interpreted as a preventive measure.

Snafu seems to be the word for it.

Another worthy project for the National Federation of Sales Executives might be the setting up of a legal committee which would point up the many inconsistencies in Government attitudes regarding distribution and attempt to iron them out so that marketing men may know definitely what they may and may not do legally.



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